

**City of Woodstock  
Land Use Plan Amendment  
October 24, 2006**

***DRAFT  
FOR DISCUSSION  
AND REVIEW PURPOSES***

*This draft was revised to reflect comments received by the general public on October 9th*

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## Introduction

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This Land Use Plan Amendment and associated Future Development Plan Map constitute an amendment to the Woodstock County Comprehensive Plan, 1989. Although the City is currently involved in a Joint Comprehensive Plan with Cherokee County, due to recent growth and a large planned development, City Officials decided to complete an update to the City's Land Use portion of its existing plan in the interim. The City is planning to incorporate this element into the Joint Comprehensive Plan update by the time it is scheduled for completion in 2007.

A community's Comprehensive Plan should be a Vision of what citizens and local officials want their community to look like in the future. By examining demographics and projections, current land suitability, and infrastructure systems, this plan can help ensure proper allocation of future land uses.

The goal of the Future Development Plan Map is to preserve land for a variety of uses, protect existing favorable qualities and desires of its residents and establish where uses are to be located, how they inter-relate, assure coordination between infrastructure and services and provides a balance between residential and non-residential development.

The purpose of this Amendment is to:

- Inventory the current use of land within the City and assess the patterns of growth and development;
- Establish community goals and policies concerning land use;
- Develop projections for the proposed land use pattern to the year 2030; and
- Recommend implementation tools needed to ensure effective implementation of the land use plan.

This Land Use Plan Amendment will provide city officials, staff, residents and businesses with a blueprint to guide growth and development. It will serve as the official statement that landowners, residents and city officials will reference in making decisions about development in the City of Woodstock.

### ■ Background

The City of Woodstock, originally a small crossroads trading community, is the southernmost city in Cherokee County. Conveniently located 30 miles north of Atlanta and serving as a gateway to the North Georgia Mountains, the City of Woodstock has experienced a growth rate of over 60 percent in the past 10 years. Because of its location, the availability of businesses and professional services, and low housing costs, Woodstock is one of the fastest growing cities in Cherokee County.

Woodstock was once part of the Cherokee nation. Settlement started in 1831 when the area became a trading community with cotton as its primary commodity. The town was founded in 1897 with a population of 300. Mills in the city processed grains and textiles of local farmers. Mining was

another prominent activity because of Woodstock's location in Georgia's Gold Belt. Gold, mica, and kaolin were found in nearby areas, and the old Kellogg Gold Mine is within a few miles of Woodstock. However, Woodstock remained primarily an agricultural town.

The railroad played an instrumental role in the development of the city. Originally, the city boundaries were set within a ½ mile east and west of the tracks and ¾ mile north and south from the railroad depot, and lots were carved with orientation to the railroad. The central business district or urban core extended 10 blocks along Main Street from Kyle Street to Dupree Road and two blocks along West Mill Street and Arnold Mill Road. This land use pattern can still be seen today in the row of historic buildings along the east side of the railroad. Today this historic core, now called "Olde Towne," is the heart of the city, and includes the city's municipal facilities, streetscaping with brick paved sidewalks and decorative lighting, the City Park, historic buildings dating back to 1879, and a strong residential community.

While growth provides many economic opportunities, the city is concerned with how to preserve its small-town atmosphere and quality of life. The question is no longer how to slow growth, but how to guide and manage growth to ensure that the best of the past is preserved, while creating new communities that are attractive, vital and ensuring.

Woodstock stands in front of a wonderful opportunity to rebuild its self into a unique place

## ■ Community Vision

Woodstock's future begins with a clear statement of Woodstock's identity and competitive position in the marketplace. As the Atlanta metropolitan region continues to expand, being the most accessible, the most attractive or even the most affordable does not guarantee a community's success. The Woodstock Community must be perceived as having a unique identity and marketed to compete with other nearby communities, while at the same time meeting the needs of its residents and giving them a unique experience. Business districts and communities that win in the long run are those that create a Vision that connects people, that incorporate shared values, and that builds long-term relationships. Promoting a Vision is a key part of this effort, acting as the central organizing principle, or the DNA, around which Woodstock communicates its message or story to its target audience. Based on results from the intensive public involvement activities, an assessment of Woodstock's existing conditions and assets, and the resolution of issues, Woodstock's Vision can be summarized as follows:

***A walkable, historic community of neighborhoods located between the mountains and Atlanta, where a mix of housing types, a diversity of employment opportunities, shopping, entertainment, and greenspaces create a modern day village.***

Woodstock's Vision is based on choices and opportunities. Today the city of Woodstock stands poised between the old and the new; between remaining a bedroom community to the Atlanta Metropolitan Area and as a destination on its own; between the choice to continue its current growth

patterns or to embrace a variety of lifestyles and life cycles. Woodstock is envisioned as a thriving community, where villages have stores in every storefront. People walk on the sidewalk and in their neighborhoods and stop to chat. Accessibility and transportation choices are provided to all levels of citizens no matter what their economic status or age is. Employment opportunities allow people to make their living within their community. The vision seeks a healthy community that nurtures a community member's health and spiritual well-being. In addition to wise land use choices, services and institutions such as churches, temples, hospitals, senior homes, child care centers. It must nurture minds and challenge souls with schools, theaters, museums and galleries; provide places to kick back and rest or play. And above all, a community must provide a safe haven for its residents with comfortable and attractive housing. Above all a community is about the desires and values of the people who live there. Over the last few years the community has asked its residents what they see as desirable in their community.

Following is a list of unique strengths and opportunities within the city:

**Uniqueness**

History, period street lighting, Dean's store, train depot, specialty shops/antique stores, old buildings, historic preservation—bringing the facades back;

**Community**

People coming to downtown, old timers, community pride, welcome center;

**Public Facilities**

Potential commuter rail, potential dinner train, elementary school conversion to magnet, events in the park, parks, churches, senior center, community center, YMCA;

**Development Potential**

Parking in downtown area, residential adjacent to downtown, vacant tracts available for development, connectivity of areas, underutilized area to the rear of downtown businesses, Serenade development behind train depot, city-owned acreage adjacent to Serenade, development along Highway 5, expansion potential on the other side of the railroad (roads, shops, living, restaurant row), Gateways on Highway 5, Arnold Mill, Interstate 575, and Towne Lake parkway, Expanding downtown redevelopment;

**Circulation and Connectivity**

Turn railroad into a grand boulevard in city (landscaping, vertical parking), connection of downtown with surrounding areas, convert turn lane into parking area, turn horizontal parking into vertical, shared parking with signage (work with the churches for a cooperative agreement to increase downtown parking);

**Organizations**

Downtown merchant's association, strong neighborhood associations, community groups such as Kiwanis, Optimists, Lions, Jaycees, and Rotary Club, business directories/marketing materials;



The nation is now experiencing a heightened concern over the social, environmental, and fiscal quality of our communities arising from development practices that aggravate the decline of many urban communities, rural places and older suburbs, congest streets and highways, accelerates the loss of natural resources, and limits opportunities for the retention and creation of affordable housing. Often these problems are simply and collectively labeled “sprawl.” Woodstock is currently at a turning point, armed with a wealth of in-town neighborhoods and vacant developable land. The community can accept more of the same land use patterns of the past, or look towards an innovative and sustainable future. The community chooses to create an innovative and sustainable community.

The *American Planning Associations Policy Guide on Planning sustainability*, provides the following definition: “Sustainability is the capacity to equitably meet the vital human needs of the present without compromising the ability of future generations to meet their own needs by preserving and protecting the area’s ecosystems and natural resources. The concept of sustainability describes a condition in which human use of natural resources in a responsible manor.” Part of Woodstock’s uniqueness lies in its opportunity to not only respects the natural environment in which it operates, but to offer choices and opportunities to the diverse population within its borders.

Woodstock’s vision of a modern day village applies many concepts of sustainability and smart growth planning. The guiding principles and the development of unique character areas within in this Plan will actually make this Vision a reality.

## **Core Issues and Guiding Principals**

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A number of critical issues relating to development and land use patterns were identified during this Amendment process. Following is a description of the overall themes facing the City and the guiding principles that were used during the development process to achieve the community's vision.

### **■ Look at Growth Management in a holistic way:**

#### **Infrastructure, land use patterns, housing opportunities, services, the environment and economic development.**

- Ensure that future land use and development decisions are consistent with long range planning goals and policies and that such decisions promote social and economic well-being.
- Look at new development proposals comprehensively—Benefit to the City overall, the character area and the immediate neighborhood; surrounding land uses; the availability of infrastructure.
- Require Comprehensive Plan Consistency.
- Require Infrastructure Concurrency.
- All new development and redevelopment should be of the highest quality and incorporate design and site elements that address the community's Vision.
- Protect the capacity of major thoroughfares through village development techniques.
- Public facilities and infrastructure should be able to support new development and redevelopment efforts, particularly in the areas of circulation, access and linkages.
- Ensure that adequate public services and community facilities are provided in an efficient and cost-effective manner by a capital improvement program that ensures that new development pays for its proportionate share of the cost of new facilities.

The aim of the Woodstock Vision is to create a healthy and balanced community. The vision is that families and residents will have a clean environment and that growth balances development and environmental protection – accommodating growth while preserving open space and critical habitat, reusing land, and protecting water supplies and air quality. Higher density development, infill development, redevelopment and the adaptive re-use of existing buildings result in efficient utilization of land resources and more compact urban areas. Efficient use of public and private infrastructure starts with creating neighborhoods that maximize the use of existing infrastructure. The continued redevelopment of downtown maintains and enhances the City's past and small town setting.

## **Plan Consistency**

In taking on the major task of rewriting its comprehensive plan, and its development ordinances following this process the City wishes to achieve consistency between various ordinances, and between ordinances and Comprehensive Plan goals and objectives. This effort looked at current development patterns and rates of growth and investigated methods to achieve a balance between the natural and built environment of the City. Overall goals of the Regional Development Policies (RDP) and Quality Community Objectives (QCO) were incorporated into the plan and implementation tools created within the development ordinances. In addition, the timing, location and planning of capital facilities was reviewed in terms of expected land use patterns.

This Amendment will add a further dimension to the planning and development process: plan consistency. This requirement is based on more detailed character area guidelines, strong policy and issue based planning, and a more concrete Future Development Map (formerly the Future Land Use Map). As a first step, all new development or requests for rezoning must be consistent with overall Comprehensive Plan Policies, and specifically with character area intent and the Future Development Map. The actual process is outlined with later in this plan, but in a nutshell, an application cannot even be accepted if it is not in compliance with the Comprehensive Plan.

### **Strategies**

- Amend current ordinances
- Outline policy and timing for Map Amendments

## **Infrastructure Concurrency**

In a well balanced community, infrastructure and services are available to service expected growth. As part of the zoning and development process the City should look closely at infrastructure availability.

### **Traffic Impact Study**

A traffic impact study can be required if the trips generated from a proposed developed will impact the adjacent road system. The trip generation that requires a study may be based on the absolute number of trips generated, the percentage of trips compared to adjacent street capacity and/or the existing level of service of the adjacent roads. The following criteria should be included in a traffic impact study.

- Existing and Proposed Traffic Conditions
- Projections for 10 and 20 years
- Capacity Analysis
- Level of Service Analysis
- Mitigation to maintain level of service of "E" or better on downtown streets and LOS "C" otherwise.

- Cost Estimates for any required improvement on City or State roads

#### **Utilities Capacity Analysis**

A utility capacity analysis can be required if a proposed development will severely impact adjacent or system wide capacity. The following elements should be included in the study.

- Water System Capacity
  - Fire Flow
  - Peak Day
  - Projections for 10 years
- Sewer System Capacity
  - Peak Flow
  - Industrial surcharge
  - Pretreatment needs
- Stormwater
  - Rate of offsite flows
  - Natural Gas
  - Electricity

#### **Strategies**

- Ensure that new development pays its fair share of infrastructure costs.

#### **Support Services**

Many activities of daily life should occur within walking or short distances of residential development allowing independence for those who choose not to drive, and an overall reduction in miles traveled. Although city residents will more than likely use their cars to commute to work, the promise of being able to walk to shop, eat, and play will ensure a sense of place and community. Adequate facilities and infrastructure to facilitate mobility, and to encourage an interactive streetscape are important for achieving the communities Vision. Public and semi-public uses should be sited for easy access and convenient social interaction. Serving poorly planned dispersed development stretches limited resources thin.

#### **Strategies**

- Develop a service district plan.

### **■ Accommodate growth while creating a sustainable community and implementing the Vision**

- Achieve efficiency in maximizing beneficial growth while minimizing the burden on existing residences.
- Encouraging growth in areas where it will be the most beneficial to the City.
- Discouraging growth where the overall impact on the public will be negative.

The City's rich history, cultural and natural resources, along with its location in the metro Atlanta growth corridor, all contribute to the continued attraction of living in Woodstock. All of this translates into increased growth pressure. Growth is inevitably coming to Woodstock; this is not the question. The real question how will the City take active steps to guide this growth to meet the needs of its citizens. The challenge that Woodstock faces is to maintain a balance between the natural and built environment, between residential growth and economic development and between growth and preservation.

Growth management can be defined as: encouraging beneficial growth while minimizing the negative impacts and financial burden on taxpayers. Relying on the economic forces in the real estate market does not necessarily address a community's desires relating to type or quality of development. Relying on market forces may produce inefficient development that does not coincide with infrastructure investment, which either will be costly to taxpayers or provide a lower quality of life in areas not served. Some types of development may have negative impacts for our county that outweigh any benefits. Other types of development, considered more desirable from a quality of life standpoint, have no market and thus may need special efforts on the part of government and economic interests to attract.

"Quality of life," "Growth Management" and "Sustainability" are useful terms associated with many things, including how we protect our current quality of life and how we create a desired future quality of life. Quality of life issues include where we shop or work and how we get there, the protection of our homes from adverse surroundings and loss in value, the availability of recreation and other enjoyable pursuits, business opportunities and consumer markets to support them, the availability of pure air and water resources and the right to use our land without hurting our neighbors.

The first reaction of many communities when faced with the impacts of "sprawl" is to equate it with higher density. After all, they didn't feel the problem until more people moved in; therefore higher density must be to blame. Higher populations may contribute to the issue of "sprawl," but the real culprit is unplanned and unmanaged growth. "Willy-nilly" growth all over the city, without adequate services to support it, or without any consideration to existing uses or compatibility between such uses is the real problem. The main objective of a "growth management tool" is the protection of property rights by maintaining a high quality of life for each citizen, while providing adequate services and necessary community amenities in an efficient, cost-conscious manner.

Although growth pressure is inevitable, the City is poised to create a positive future due with proper planning. Woodstock's greatest strength is its proactive and concerned residents. Extensive public participation, visioning, and goal setting has been the hallmark of how the City does business.

Remember the question is not, “is Woodstock going to grow,” but “how” will it grow, and “who” will guide that growth.

### **Strategies**

- Create a Future Development Plan Map that accommodates projected market and growth studies while mitigating negative impacts
- Utilize plan consistency within the zoning and development process.
- Create character areas that identify the characteristics that are important to the community. Utilize these character areas to achieve this vision through appropriate uses, compatibility and linkages between uses, site planning and aesthetics.
- Accommodate market study realities within the City.

### **■ Developments should promote the City’s Vision.**

Woodstock’s vision is about ensuring that the best of the past is preserved, while creating new communities that are attractive, vital and enduring. Several aspects are important to the creation of a “sense of place” and the development of a new identity:

- Community aesthetics, site and building design all add to the quality of life in Woodstock.
- The community vision promotes the accommodating of different lifestyles, provides a range of opportunities and gives choices.
- Focus development within the urban core and surrounding urban living character areas.
- Promoting the unique aspects of Woodstock as well as redevelopment activities in order to overcome past negative perceptions, or a feeling that Woodstock is just another suburb.
- Retail and commercial development will follow residential development. Quality in both areas as a result of character area guidelines and zoning regulations will continue to promote the community Vision.
- The creation of civic buildings or public spaces should be part of each character area.
- Encourage retail entryways to focus on the pedestrian;
- Incorporate Woodstock’s existing architectural scale and style into new development proposals;

Communities that craft a vision and set standards for development and construction which respond to community values of architectural beauty and distinctiveness, as well as expanding choices in housing and transportation encourage the development of a unique sense of place. Community building seeks to create interesting, unique communities which reflect the values and culture of the people who reside there, and create the types of physical environments which support a more cohesive community fabric. Land is limited in the city. Because of these limited resources, Woodstock must promote quality new development on remaining vacant parcels of land or redevelop existing uses. This limited amount of developable land accentuates the need for creative development and redevelopment approaches. It is the City’s desire to provide various housing

opportunities for diverse age groups, life-styles and incomes. Guided by a vision of how and where to grow, Woodstock is able to identify and utilize opportunities to make new development conform to their standards and Vision. High quality communities will retain their economic vitality and value over time. In so doing, the infrastructure and natural resources used to create these areas will provide residents with a distinctive and beautiful place that they can call “home” for generations to come.

All new public buildings, institutional buildings, residential and non-residential private developments should be characterized by high quality architectural design and construction and should reflect Woodstock’s unique community image and character. These types of improvements help create an identity or sense of place and will ultimately set the City of Woodstock apart from other communities and provide residents and businesses a reason for investing in the community. There are a variety of ways to achieve the City’s vision for the future. The design of new construction should relate to the surrounding community. The new residential development should be distinctively “Woodstock” and not “Any Where USA.” Niche projects that have a small number of units and unique architectural styles have proven popular in other cities, particularly in the for-sale market. Design that capitalizes on Woodstock’s historic attributes will sell and reinforce the overall character of the city.

From an urban design standpoint, the key is to avoid dispersed development projects that are unrelated to one another, ignore the natural environment and exist in isolation at random locations. Instead, by focusing appropriate development within distinct character areas, corridors and centers, and arranging these areas within a comprehensive circulation system that incorporates multiple modes of transportation, the City will achieve a sustainable development pattern that will carry it through to the year 2030.

New housing must offer high quality product in terms of design and amenities. The challenge is balancing what consumers can pay with what they want. The exterior and surrounding area should include public open spaces, pathways, landscaping and “green areas,” active recreation, civic amenities and appealing architecture internal amenities will likely include: washer/dryer, security system, on-site covered parking, patio or balcony, storage space, interesting views/architecture, and windows/natural light.

#### **Strategies**

- Consider specific architectural guidelines in specific character areas throughout the city
- Neighborhoods should be defined by an easy walking distance from edge to villages and range from a quarter mile (1/4) to a half (1/2) mile.
- Consider developing a “certified quality construction” program in the City.

### **■ There needs to be a balance between the built and natural environment.**

- Adopt policies and practices that create environmentally responsible and sensitive design and development.

- Protect and conserve all natural areas which have important recreational, ecological and aesthetic values.
- Implement a land use plan that articulates a physical policy for a compact urban area.

Redevelopment must always respect the natural environment and develop in harmony with existing natural features. Natural physical features should be incorporated into new developments, with drainage areas and other natural features left in their natural state and incorporated into an overall design. Engineering techniques should not be used to force-fit development into the environment. Streets should be visually terminated with important buildings, vistas of open space, water features or other distant topographical features. Unnecessary grading is discouraged in any new development within the City.



Biodiversity, green infrastructure and green architecture are integral to designing in harmony with the environment. Integrating natural open space (green infrastructure) into the fabric of development and incorporating environmental protection and reduced natural resource consumption into the design and construction of buildings, enhance the comfort and health of the occupant.

A more balanced pattern of growth will benefit the environment. Emphasis on developing walkable communities and providing transportation choices—like transit, walking and biking – can reduce air pollution by reducing auto mileage and smog-forming emissions. A more balanced pattern of growth emphasizes compact development and open space preservation. Both can help protect water quality. Runoff from development areas often contains toxic chemicals, phosphorus and nitrogen, and is the second most common source of water pollution for lakes and estuaries nationwide and the third most common source for rivers.

### **Strategies**

- Green and shade cover should be required in all parking areas;
- Provide lush landscaping within all new development sites, particularly within “plazas” and other open space areas. All open space should include seating, lighting, planting areas.
- Encourage the provision of rainwater harvesting areas and xeriscaping to promote water conservation.



### **Open and Civic Spaces**

All development should provide appropriate private and public open space. Parks, plazas, squares, recreational areas or greens are all types of Civic Spaces. Formal outdoor spaces will be provided and should serve as a focal point for public interactions, and not just unbuildable or left over space after buildings have been sited. Larger developments should include more spaces than smaller developments and should break them up into several smaller spaces, as per the distancing



requirements in each character area. Existing trees and vegetation should be preserved wherever possible so that new developments will not look bare from the beginning. Development layouts should work closely with the existing site to preserve natural elements and to focus the footprint towards man-made open spaces to create a sense of place and time.

## **Open Space and Conservation**

Open space is essential for protection of wildlife, habitat and water quality, and other critical resources. Open space should include accomplish the following:

- Provide for active and passive recreational opportunities;
- Provide for direct health and safety benefits, such as flood control, protection for water supply and groundwater recharge areas, and cleansing of air;
- Provide for the protection for important critical areas and natural systems and wildlife habitats;
- The utilization of natural features and open space to define the character of an area;

## **Greenway Trails**

Greensways are paved or natural trails (mulch, gravel, etc.) with a minimum of twelve feet and greenspace on either side for use by pedestrians, horses and non-motorized vehicles. These trails provide a variety of recreation opportunities and should be connected to provide a network that is easily accessible. Boardwalks, bridges and pervious concrete are permitted within floodplain and stream buffers.

**Design Guidelines INSERT PICTURE #1**

## **Park**

A park is a large open area available for recreation and gathering. Its landscape comprises paved paths and trails, open lawn, trees, and open shelters, all naturalistically disposed and requiring limited maintenance. At least fifty percent of a parks perimeter shall be accessible by streets, paths or other pedestrian ways. A park should have no more than twenty percent of its area covered with impervious surfaces. Tree plantings within parks shall be predominately large deciduous trees.

**Design Guidelines and pictures**

## **Green**

A medium sized civic open space available for unstructured recreation, its landscape predominantly consisting of grassy areas and trees, naturalistically disposed, and requiring only limited maintenance. Tree plantings within greens shall be predominately large, deciduous shade trees. A focal point should be provided within the Green.

## **Square**

These small areas provide urban oases for passive activities. Shade trees, lush landscaping and pedestrian amenities are features within a square, as well as a focal point, such as a fountain, waterfalls, or public art.

## **Plaza**

A public space at the intersection of important streets set aside for civic purposes and impromptu commercial and entertainment activities. Tree plantings and landscaping are arranged in islands or containers. Shade, evergreen and ornamental trees are encouraged. Plazas are constructed primarily of a permanent paving material such as concrete, stone, brick or unit pavers.

## **Implementation**

- Dedicate a fund to the yearly purchase and acquisition of greenspace.
- A variety of civic spaces takes the form of open/conservation areas; greenways, parks, greens, squares and plazas.
- Create open space specifications by type.
- Building frontages should spatially delineate civic and public spaces and mask parking lots.

## **■ Continue to create and sustain a unique community identity and structure**

- All new development should contribute to an overall sense of community
- Encourage the continued restoration of the urban core as the symbolic heart of the City
- Protect and preserve the City's unique historical resources
- Expand and strengthen the downtown by building on its current successes and small town atmosphere
- Increase the viability of live, work and entertainment choices within the downtown area

The term “community” refers to qualities that are not always tangible or apparent. This term refers to the “features” of social organizations, such as networks, norms, and trust that facilitate coordination and cooperation for mutual benefit. Sense of place is another term for the community. Land use patterns, infrastructure, and service investment all contribute to this sense of place and the sustainability of the community because it is the nature and quality of social interactions that is the key to building and sustaining any sense of community. Woodstock's vision is to recapture its southern charm of earlier decades and to create a focus on its small town image.



The ordering of the physical space, or land use patterns, encourages the use of public interactive space. Public sidewalks, streets, parks, and civic squares are examples of places where equal interactions can occur. Such interactions tend to minimize economic stratification and enable free information exchanges. These interactions are the moments in which the grounds for community occur: social cohesion is established and individuals are viscerally reminded of their membership in a community of variety and diversity. The vision of the community is to create a landscape and land use patterns that residents and visitors alike will be interested in using, and the creation of a unique sense of place. This in turn will strengthen Woodstock's image.

In summary, this type of Land Use will utilize the Comprehensive Plan and its character areas as the basis for understanding how each character area within the City should look, feel, and act. Rather than using specific use districts (residential, commercial, and industrial), a set of external standards and densities are being developed. Each character area outlines the overview of the actual intent and character of an area, preferred land uses, prohibited land uses and in some cases specific design standards. The main objective is to prescribe no particular geography of uses: decisions about what kind of development should go on a particular parcel are left up to the owner/developer in relation to the character area standards.

The built environment is the product of an incredibly complex set of decisions by a wide array of individuals and groups who often operate under vastly different constraints. One of the most influential actions the City can make to enhance and encourage the physical enactment of the community's vision is to write a good plan and a set of regulations that both encourage and create a distinct sense of place. Currently, ordinances are being reviewed to bring these regulations closer to a "form based" or what had typically been called "performance based zoning." Character area guidelines are being utilized as the basis for actual regulations that will achieve the community's vision in as flexible a manner as possible. This type of land use pattern development reaches beyond the utopian glaze of communities master-planned from undeveloped "greenfield" to maturity by attempting to recreate an honest semblance of the development environment that existed prior to the adoption of modern zoning laws.



### **Strategies**

- Develop a strong identify program—street signs with neighborhood names, and destination signs pointing to and from points of interests;
- Construct Gateways on Highway 5, Arnold Mill, Interstate 575 and Towne Lake Parkway;
- Restore original historic facades and buildings;
- Continue downtown redevelopment;
- Market specialty shops to draw people downtown;
- Investigate the attraction of an arts school and conference center downtown.
- Encourage roof-top gardens and restaurants, entertainment venues (Playhouse Theater), educational center (similar to the Appalachian Arts and Crafts Center) and mixed use redevelopment (at the school).

## **■ The Transportation Network**

The Transportation Network should be multi-modal and serve the needs of alternative modes of transportation along with automobiles, in order to increase overall capacity and mobility within the City.

- All roadways should be designed to be context sensitive and integrated with adjacent land use.
- A variety of thoroughfares should be designed to be equitable to the pedestrian, bicycle and automobile.
- Lower speeds encourage urban life and community interaction.
- Public facilities and infrastructure should be able to support new development and redevelopment efforts, particularly in the areas of circulation, access and linkages.
- Establish a transportation network which will enable the safest and more efficient movement of people and goods.

Roadway planning and design should accommodate land use patterns and multiple uses. The intent is to meet regional transportation goals while enhancing neighborhoods and considering the adjacent uses of land. The intent of transportation corridor development and redevelopment, utilizing the principles of context sensitive street design, is to make existing and future street environments a distinctive “place,” not merely a roadway.

The existing roadway system within Woodstock services a variety of trip purposes and lengths. The trip types include long trips passing through the area and local trips within the business and residential districts. The existing roadway network accommodates these varying trips on roads that are classified functionally to support travel on both an area-wide and local basis.

The simple fact is that most urban and suburban corridors were designed over the last fifty years for cars. Roadway design biased toward vehicular traffic resulted in unsafe and undesirable pedestrian

environments. “Visual clutter” of many street environments is geared to grab the attention of drivers speeding, not shoppers on foot. Many of the procedures, processes and regulations that are on the books serve to further this bias towards the automobile in the future.

One source of dysfunction in corridors is the concentration of traffic along a single corridor. When multiple businesses or residences access a single road, traffic can become congested. It is important that the main roadway not be considered in isolation, but that there is also an evaluation of the infrastructure and connectivity of the parking lots, aisles, and access roads within the corridor redevelopment to identify a cohesive secondary transportation system that will facilitate vehicular flow of traffic between uses while stimulating safe pedestrian activity.



Many codes call for minimum numbers of driveway cuts but do not limit the maximum amount of parking that can be provided based on buildings’ square footage. Site development codes generally specify minimum setbacks from the road rather than build-to-lines. All of these requirements serve to accommodate cars, not pedestrians. A change requires active intervention. The codes, ordinances and regulations that favor automobiles should be reconsidered. And, most importantly, the place for people outside of their cars must be a primary consideration.

## ■ **Context-Sensitive Roadway Design**

Roadways should be considered much more than just a quick way to get from point A to point B. Roadways are in a sense, the lifeblood of our communities that affect our day-to-day lives in many ways. Roads have taken on a much greater role than just transportation corridors; they can greatly affect the overall image of a community, the economic vitality, the recreational potential, the safety and security and our personal outlook on our community. If roadways through a community look bad and function poorly, it affects everything around it. At the same time, if our roadways are attractive and function well, our communities tend to be uplifted in value and spirit.

Roadways are endowed with two attributes: capacity and character. Capacity is the number of vehicles that can move safely through a segment of the roadway within a given time period. It is physically manifested by the number of lanes, their width, by the centerline radius, and the super elevation of the pavement. Character is suitability of a thoroughfare as a setting for pedestrian activities and as a location for a variety of building types. Character is physically manifested by the thoroughfare’s associated building and frontage types, the level of landscaping, parking and streetscaping as determined by its location within each character area. The character of a roadway is shaped by the combination of the surrounding context, traffic speed and design elements beyond the capacity dimensions such as the type of drainage, the presence of sidewalks / paths or traffic calming devices.

Traffic calming for quieter neighborhood streets should be incorporated into all projects, such as loop road design, 3 and 4 ways stops, elements inserted into the center of travel lanes, such as small squares or ovals containing trees, roundabouts, raised pavement areas, reduced street widths, raised median islands and fountains or gazebos. By slowing traffic down in some areas, both traveler and

residents alike have rediscovered those one seemingly “hidden treasures,” i.e., beautiful neighborhoods and historic homes, shops and restaurants that are tucked away, a tiny pocket park, a certain view or vista, or a beautiful landscape. These types of community features might have always been there, but with traffic passing through so quickly, many did not notice their own area’s attributes.

Developing successful context-sensitive roadway designs leads to roadways that are designed with sensitivity to social and environmental concerns and a clear definition of a transportation problem. Context-sensitive design solutions include both the technical analysis of mobility issues and the implementation of a community’s vision. As project decisions and design choices focus more on the surrounding context and how the roadway “fits” within a community, we can better explore new shared-use opportunities for recreation and public transportation, as well as the basic safety factor of kids safely walking to school or people safely crossing busy streets.

As project decisions and design choices focus more on the surrounding contexts and its proper “fit” within a community, we can better explore new shared-use opportunities for recreation and public transportation, as well as the basic safety factor of kids safely walking to school or people safely crossing busy streets.

In general the following apply to each roadway designation:

- Pedestrian access and safety should be provided along all routes, particularly those in more densely populated areas. This includes the need for safe crossings at appropriate locations.
- Roadways should include bicycle access and safety, including both on-road and off road opportunities. The location of street trees may be altered to reflect specific site and building placement.
- Plantings in the rights-of-way are subject to jurisdictional approval.
- In the case of private roads, right-of-way provisions are intended as dimensional requirements to accommodate sidewalk, planter and other roadway design elements.

A second part of the roadway design is the design for the pedestrian. Sidewalk sections consist of three areas: the Sidewalk Landscape Zone, the Sidewalk Clear Zone and the Sidewalk Supplemental Zone. The Sidewalk landscape zone is reserved for the placement of trees, ground cover and street furniture. Street furniture includes utility poles, waste receptacles, fire hydrants, traffic signs, traffic control boxes, tree grates, newspaper boxes, bus shelters, bicycle racks, etc. The Sidewalk Clear Zone is reserved for pedestrian passage and must be unobstructed by permanent objects to a height of eight feet. The sidewalk Supplemental Zone may be used for pedestrian amenity elements such as benches, merchandise display, etc. and outdoor dining when adjacent to eating and drinking establishments.

#### **SIDEWALK ILLUSTRATION #2**

Developing successful context-sensitive roadway design leads to roadways that are designed with sensitivity to social and environmental concerns and a clear definition of a transportation problem. Context-sensitive design solutions include both the technical analysis of mobility issues and the implementation of a community’s vision. Some potential context-sensitive design issues include:



- Landscaped medians and oversized rights-of way;
- Canopy trees, historic trees, and clear zone policy to preserve them;
- Special finish guardrails to minimize obstruction;
- Reduced clear zone behind curb and gutter in constrained areas;
- Inclusion of sidewalks and bike lanes as part of mitigations and alternatives;
- Construction materials that blend with the environment;
- Gateways, amenity corridors and historic areas; and
- Neighborhood buffers, open space and trails as buffers.

Roadway design should result in a balance that reflects environmental concerns, community values, economic realities and also what is needed to enhance safety, operations and capacity for both motorized and non-motorized transportation. Roadway design should consider the visual impacts of a project on the environment and the community, and how the completed project will look from the perspective of the facility users, pedestrians, bicyclists and other in the community. Roadways should reflect the values, local flavor and aesthetic treatments of a community. The design of roadways and community gateways can affect land uses and a community's image.

### **Traditional Neighborhood Streets**

Local, slow movement thoroughfare suitable for neighborhoods. Streets provide frontage for commercial villages and low-to-medium density residential development. Character may vary somewhat, however, responding to the actual Character Area it is located in. A neighborhood street is suburban in character with the following design elements:

- Parallel parking on at least one side of the street;
- Continuous landscaped planting along both sides of the street;
- Sidewalks along both sides; and
- Pedestrian scaled lighting.

### **Mixed-Use / Urban Streets**

These streets connect Character Areas and neighborhoods and serve both purposes of intensive pedestrian activity and vehicle movement. These urban streets provide frontage for higher-density, mixed-use buildings such as residential, shops and offices. Where possible a landscaped median or parking bump-outs should be incorporated into the overall design. All road improvements shall include a provision for the bicyclist and the pedestrian. A mixed-use/urban street has the following design elements:

- On street parking;
- Continuous landscaping utilizing landscaped strips, parking bump-outs or medians; and

- Sidewalks on both sides of the street (width may vary depending on what adjacent land uses).



## **Passageways**

A pedestrian connector passing between buildings. Passages provide shortcuts through long blocks and connect rear parking areas with street frontages. Passages may be roofed over and lined by shopfronts.

## **Implementation Strategies**

- Develop a formalized process to develop a Context-Sensitive Design program utilizing the Georgia Dept of Transportations, “*Context-Sensitive Design Online Manual, ver 1.0,*” April 2006.
- Identify design opportunities such as pedestrian crossings/crosswalks, street lighting, signage, street furnishings, roadway street landscaping, banners and flags, public art and gateway features.
- Develop specific standards by character areas for street design.

## **Traffic Calming**

Traffic calming measures can be used to address the issue of cut-through traffic experienced on residential streets initial design within neighborhoods and can supplement a redesign of the roadway or other streetscape improvements in commercial corridors. Traffic calming measures not only influence safety and the pedestrian comfort level, but they add to a sense of place and intimacy of a community. Landscaped medians, limited driveway connections and shared parking can work together to provide an attractive environment for pedestrians. The city could benefit from the implementation of common methods to improve pedestrian safety and reduce vehicular congestion, including:

- Speed tables or humps (bringing the roadway to pedestrian grade).
- Decorative pavements at corridor gateways, special areas, or at intersection cross walks (pave block, cobblestone, imprinted concrete or asphalt, etc.) to increase driver awareness of pedestrian activity and to produce the desire to “slow-down.”
- Narrowing of lane widths or changing roadway curb lines to slow vehicle passage.
- Landscaping on medians or on outside edges of streets.
- Decorative traffic signs and signal heads.
- Special dedicated lighting of pedestrian ways (to improve visibility for pedestrian and to improve visibility of pedestrians by vehicle operators).
- Improved roadway lighting.
- Traffic circles of roundabouts.

- Traffic signal timing modifications that give more cycle time to pedestrian movements and limit vehicle “progression through the corridor.”
- Restricted “right-on-red” vehicular movements at signalized intersections.
- Restricted left-turn or right-turn movements at some intersections.
- Curb-line modification at intersections (use smaller corner radius to improve pedestrian crossings).

#### **Strategies**

- Identify and implement traffic calming measures that are acceptable to neighborhoods experiencing cut-through traffic;
- Incorporate street calming measures into all new development to promote alternative modes and a sharing of the public infrastructure for all of the public.

### **Mobility and Capacity**

#### ■ **Create land use patterns that promote connectivity**

- Improve traffic flow in and around the downtown area and citywide connectivity.
- Promote clustering of uses and compact site development.
- Create Walkable Neighborhoods.
- Neighborhoods should be defined by an easy walking distance from edge to villages, ranging from a quarter (1/4) mile to a half (1/2) mile.
- Promote development that is pedestrian-oriented, community centered and minimizes vehicular trips.

At the scale of “the town,” urban design focuses on the linkages between centers and their relationships to one another. Thus, at the level of a comprehensive plan, urban design strategies focus less on the visual appearance of buildings and streets and more on the organization of neighborhoods, commercial areas and open spaces and their connectivity to one another within a larger framework.

Currently there are several connectivity issues within the City, especially in the City Core. Heavy commuter traffic through the downtown takes away from the accessibility of the downtown, and the railroad corridor cuts the town center in half. Public projects such as the development of an east/west route through town, the development of back street as alternative routes and sidewalk connectivity will increase core connectivity and linkages. The City will also investigate ways of incorporating the railroad into redevelopment opportunities such as developing pedestrian walkways over the railroad tracks, redeveloping the railroad into a grand boulevard with landscaping and vertical parking, and searching out redevelopment opportunities on the other side. The City will further investigate and incorporate back streets within the urban core for increased connectivity.

In addition, internal and external connectivity and linkages should be an integral part of every new project to provide a safe and extensive alternative transportation mode choice. All new communities built within Woodstock will be built with sidewalks on all public rights of way. Internal pedestrian and bikeway trail systems that connect residents to amenities within the community and to the larger world outside their community are encouraged in large developments. Non-residential character areas are designed to promote “village” and integrated “centers” that will act as mini “town centers” for the residents of Woodstock.

Pedestrian/non-vehicular linkages and accessibility between Alternative Transportation and surrounding land uses can be improved. Advocating for equity requires public investment in infrastructure that reduces the need for long commutes and enhances transportation choices for all persons. The City will promote land use patterns that reduce the need for motorized transportation, increase transportation options, and ensure that infrastructure for non-automotive transportation modes are treated equitably in the planning process. Efficiency is enhanced when there are consistent and adequate street connections that allow people and goods to move with as few impediments as possible. Gated communities, private road systems and the introduction of disconnected cul-de-sac systems promote disconnections. Proper street connectivity, on the other hand, reduces miles traveled, increases non-motorized trips, and supports transit use.

#### **Create a pedestrian friendly environment**

Not only should the City develop pedestrian infrastructure and require pedestrian connectivity within and between developments, but this environment should be safe and pedestrian friendly. Elements such as pedestrian entrances, large windows and pedestrian scaled facades adjacent to pedestrian ways will increase the comfort and usability of sidewalks and path systems. Landscaping, street trees, informational and wayfinding signage, and streetscapes will also contribute to the pedestrian environment. Adequate separation of pedestrian infrastructure from on going traffic with such elements as wide landscaped greenways and on-street parking will greatly increase the safety of the pedestrian environment.

#### **Connections to Adjacent Properties**

Development designs must reflect existing topography, as well as existing and future land uses of adjoining properties, rather than designing around existing property lines. When located adjacent to an area anticipated to develop with similar land uses, streets shall be extended to the boundary lines of the tract, unless prevented by topography or other physical conditions. At a minimum, there shall be one street or pedestrian access point extended to the boundary line of the tract for each 660 linear feet of property line adjoining tracts (approximately 1/8 mile). New developments should provide an orderly and appropriate visual and physical transition between the developments with different densities. All properties, except for individual residential dwellings, are required to provide interconnectivity to the adjacent properties. This requirement will allow greater flexibility within developments, reduce the need for curb cuts, and create less interference with pedestrian systems.

## **Strategies**

- Require new developments to connect to any identified pedestrian linkage within the City as part of the development approval. Pedestrian linkages include greenways and existing sidewalks.
- Continue to implement a replacement and maintenance fund to correct existing sidewalk deficiencies.
- All projects should connect to existing and proposed adjacent uses through the use of easements, pedestrian connectivity or roadway connectivity as appropriate.
- Investigate the potential for federal, state and regional grants and funding sources to further develop pedestrian connections and bike facilities.
- Continue to fund and implement LCI projects.
- Increase pedestrian safety by designating roadway types and related pedestrian facilities.

## ■ **Promote a spirit of inclusiveness, opportunities and choice**

- Create a range of housing opportunities and choices.
- Integrate medium density housing in village centers and mixed-use developments.
- Ensure that Land Development is Predictable, Fair and Cost Effective

The same opportunities and strengths of the City, such as location and uniqueness present potential conflicts. It is the desire of Woodstock to protect the established neighborhood character of the City from incompatibilities and traffic, and to maintain its diversity in economic, cultures and ages. Master Planned Developments, conservation style open space subdivisions, “village commercial centers,” traditional neighborhoods, mixed use development and other innovative development techniques are encouraged throughout the City through the use of Character Areas within this Plan.

The development of strong neighborhoods which provide a range of housing options giving people the opportunity to choose housing that best suits them, while maintaining and enhancing the value of existing neighborhoods is primary to the community’s Vision. A greater mix of uses and housing choices in neighborhoods focused around human scale, mixed-use centers that are accessible by multiple transportation modes provides an atmosphere of inclusiveness of lifestyle, lifecycle and economic realities. Mixed-use development with quality housing allows compatible land uses, such as shops, offices, and housing, to locate closer together and thus decreases travel distances between them. Human scaled design, compatible with the existing urban context and quality construction contribute to successful compact, mixed-use development and also promote privacy, safety, visual coherency and compatibility among uses and users. Mixed use helps streets; public spaces and pedestrian oriented retail again become places where people meet, attracting pedestrians back onto the street and helping to revitalize community life. Mixed-use developments should be at an appropriate scale for the location.

Working with the local media to highlight success stories and monitoring construction throughout the city will help convince target markets that innovative developments are an attractive and unique lifestyle choice. Other effective forms of communication include newsletters and websites that keep potential residents up to date on special events and development activity.

#### **Strategies**

- Create an active historic preservation committee
- Create an active DDA
- Be recognized as a Main Street City
- Establish an active group to implement the ideas/plan (chamber, association, something with a structure on behalf of businesses.)
- Coordinate or combine efforts of various community and business organizations (especially with Towne Lake groups)
- Streamline the development process
- Review ordinances to remove any barriers to developing a mix of housing types and mixed uses.

### **■ Accommodate a balance between residential and non-residential uses**

Summary of the market analysis and how it affects Woodstock

Guiding Principles

Strategies

### **■ Create a Wide Range of Economic Development Opportunities**

Especially interested in the office/executive mix and higher paying professional jobs

- Encourage neighborhood serving retail and services in all neighborhoods
- Require all new non-residential development be developed in a “Village” type setting at the appropriate intensity levels and scale.
- Encourage office, commercial and light industrial employment opportunities in appropriate locations.
- Encourage and promote clean, high tech industrial development that strengthens the economic base of the community and minimizes air and water pollution.
- Expand and diversify the City’s economic base which provides employment opportunities for the residents and enhances the City’s tax base.

Woodstock recognizes the need for Economic Development to ensure viable sustained growth within their community. This will most certainly be important to the future of the City, in creating

a broad economic base, developed with an eye towards diversification and independence from a single source of income.

- An unusually high percent of residents commute outside of the County.
- We have too many low-paying jobs.
- We need more high-end retail, and better grocery stores.
- There is a lack of professional level jobs and career opportunities.

A balanced tax base is one of the keys to continued quality of life within the City. As residential development pressures grow, Woodstock must balance non-residential and residential development. Economic development goals include a diversity of employment, and retail and service opportunities that contribute to the desired “live, work and play” environment of the City. Economic development strategies are key in providing neighborhood services and amenities to create economically competitive communities.

### **Strategies**

- Achieve a balance of commercial growth between the Woodstock CBD and Highway 92 corridor.
- Update the Zoning Ordinance to allow appropriately scaled non-residential uses within all neighborhoods

## **■ Increase mobility and reduce congestions**

## Future Land Use

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As the City of Woodstock, a city of neighborhoods moves forward, the Vision of a live, work and play community based on its small town heritage is foremost in its land use guiding principals. Woodstock's Vision relies on providing choices and opportunities to support its diverse population and lifestyles, such as age, lifecycle, income. Single family houses and large lots, small lots, attached and detached, urban residences, live/work units, stacked flats, mixed use buildings, commercial development from the scale of the corner market to a lifestyle center, and employment opportunities that allow residence to make a choice to work in their City all contribute to the community's Vision. Character areas within this plan embrace this overall vision.

Jane Jacobs, author of *"The Death and Life of Great American Cities,"* focused on sidewalks and city streets, human activity, and human watchfulness. A street needs three qualities to be safe, she said: a clear demarcation between public space and private space, "eyes upon the street," and sidewalks in continuous use. Sidewalks need to be lively not only during the day, but also in the evening and at night. Ms. Jacobs reference to "street" represents much more than a passage way for the automobile; in essence the "street" is a symbol of the public realm, a place where human connections and interactions are created. Although Jane Jacobs presented her observations from a clear city perspective, New York, they were truly based on the level of a small neighborhood. Sidewalks are important as a tool to encourage interaction, but the same can be said of the interactive quality of the quiet tree lined streets within the City's many older established neighborhoods where children play, residents walk and neighbors interact.

The word "neighborhood" and "community" are often used interchangeably, but they are not the same thing. The two are usually dependent on each other. A neighborhood is a place—without a community, it lacks a 'spirit' and can never be a "home." A community is a group of people with a common goal—they need a place to come together and a neighborhood is often that place. It is useful to think of neighborhoods as the body for its community's soul, sprit and mind.

The ability to interact and connect to each other, individual neighborhoods, the community at large and the natural environment are all important aspect of Woodstock's Vision to preserve its heritage as it



embraces the future. The challenge that Woodstock faces is to influence the creation of this existing heritage within new developments.

Character areas take this concept of the city as a collection of individual neighborhoods and decode and translate these individual pieces into their relationship to the community as a whole, through urban design, site planning and overall character description.

Urban design refers to the dynamic relationship of land uses and how they are connected within the built environment. More specifically, urban design strategies determine the configuration of buildings, massing and density, the appearance and character of places, open spaces, parks and plazas, transportation networks (pedestrian and automotive), as well as the relationships among land uses and the linkages within the community as a whole. Ultimately, urban design is about creating a sense of place that achieves the community's desired vision.

At the scale of "the village or center," urban design elements such as lighting, signage, landscaping, street furniture and architectural guidelines create the visual character and identity of a place, making it recognizable and distinct from other areas. When applied within a comprehensive system of connected streets, sidewalks, greenways, and open space, urban design has the power to transform intersections into walkable districts, and subdivisions into neighborhoods.

At the scale of "the city," urban design focuses on the linkages between communities and their relationships to one another. Thus, at the level of a comprehensive plan, urban design strategies focus less on the visual appearance of buildings and streets and more on the organization of neighborhoods, commercial areas and open spaces and their connectivity to one another within a larger framework.



## Character Areas

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There are a variety of ways to achieve Woodstock's Vision for the future. From an urban design standpoint, the key is to avoid dispersed development projects that are unrelated to one another and exist in isolation at random locations. Instead, by focusing appropriate development within distinct character areas, villages and corridors and arranging these areas within a comprehensive circulation system that incorporates multiple modes of transportation, the City will achieve a sustainable development pattern that will carry them through to the year 2030.

As a first step in creating an appropriate development atmosphere, the City has developed "Community Character Areas." In the context of the Comprehensive Plan, urban design through distinct character areas describes a classification of development patterns, their distinct differences and their relationship to one another as the City continues to grow over the next 20-years. Character Areas will:

- Develop a "holistic" approach to long-range planning by integrating the community's vision and desires with actual land use patterns.
- Directly link the Comprehensive Plan to regulations and implementation strategies, such as Impact Fees and Development Codes;
- Provide solutions "outside the box" by integrating new and exciting concepts in land use planning and urban design; and
- Allow the maximum amount of flexibility in land use planning

### ■ Quality of New Development

All new public buildings, institutional buildings, residential and non-residential private developments should be characterized by high-quality architectural design and construction and should reflect Woodstock's unique community image and character. These types of improvements help us create an identity or sense of place for the business community and will ultimately set Woodstock apart from other communities by providing our residents and businesses a reason for investing in the city.

### ■ Future Development Map

The Future Development Map was developed through the analysis of current and future systems and patterns as illustrated on the existing land use map, current zoning map, approved PUDs and other developments, an economic market study, topographic characteristics, natural resource sensitivity, the availability of infrastructure, and needs demonstrated by residential and employment forecasts, provided an essential base for Character Area development. This base was used to provide background data to the public for the development of the Vision and Guiding Principles. Looking at the Community as a whole, then to the level of individual areas with distinct character, individual character areas were developed and mapped. The Future Development Map will:

- Apply the overall vision and guiding principals to land use patterns of the Comprehensive Plan to the unincorporated areas of the County, the City of Waleska, the City of Ball Ground and the City of Woodstock;
- Visualizes build-out projections within the Land Demand and Capacity Analysis for residential, retail, commercial, office and industrial needs to the year 2030;
- Was developed in conjunction with infrastructure planning and availability, land use compatibility and existing zoning;
- Acknowledges projected growth and provides for capacity for this growth in **appropriate** areas of the county and cities;
- Provides for strong “edges” to stop residential and retail “creep, incompatible uses and denigration of infrastructure capacity;”
- Acknowledges and accommodates corridors currently or proposed to go through residential/commercial transition;
- Identification of specific corridors and areas that are ripe for redevelopment activities and further study;
- Provides strong emphasis on integrated design, mixing of uses and connectivity;
- Utilizes character areas to provide a richer description of how an area should function, look and feel;
- The use of Character Areas instead of standard land use categories strengthens the concepts of attraction, containment, mixed-use communities and compatibility between uses.

A Visual  
Aid to the  
Future

## ■ Character Areas

### Why use character areas?

- Provides a strong link between the City’s Vision, Guiding Principles, Goals and the Future Development Map;
- Provides additional protection, enhancement and clarification for zoning and land development;
- Provides additional guidance to developers regarding the qualitative issues the City will consider during the rezoning process; and
- Provides the first step towards urban design guidelines and the City’s objective for quality growth.

Direct Link  
between the  
Plan, Map  
and Zoning

## Benefits of Character Areas

- Provides for strong land use compatibility and transitional standards;
- Looks at an overall area for both internal and external connectedness, with an emphasis on the mixing and integration of appropriate and complimentary uses;
- Identifies intensity levels, compatibility considerations and infrastructure considerations;
- Spells out the overall “feel” of an area into quantitative terms, thereby giving decision makers additional guidance during the rezoning and development process; and
- Coordinates economic development, natural resource and capital facility policies within land use planning.

What kind of development are we trying to achieve?

## Interpretation

The plan is developed with the concept that the Future Development Map and the text are to be used as an integrated whole, with the map being a graphic representation of the text.

Interpretation of the Future Development Map is a process, which rests on the goals and policies expressed in the text. The land use designations on the map, both in terms of overall definition and intensity of land use types, require that policies and intent statements regulating the development and location of each land use type be evaluated and applied in the process of plan implementation.

Plan implementation is carried out through the application of regulations such as the Zoning Ordinance and through projects and programs outlined in the STWP. City Council administers the Map with input from the Planning Commissions, planning staffs, and the public. The procedure, once the plan is adopted, will involve checks for plan and ordinance consistency as part of the review for issuance of subdivision approvals and development and building permits.

If a specific land use or development project is proposed for an area but is not consistent with the designated use or Character on the Future Development Map, it cannot be approved. The initial contact for plan interpretation begins with the Staff. It is at this point that the proposal is evaluated for its conformity and compliance with the Comprehensive Plan and other functional plans. In the event a use or development proposal is inconsistent with the Future Development Map or Comprehensive Plan policies, an applicant may file for a Map Amendment in accordance with the amendment procedures contained in the Zoning Ordinance.

## How it Works

- Parts of a character area: Intent statement, strategy primary land uses and compatible non-residential development;
- Character Area guidelines are intended to establish a general direction and a base level of development quality and compatibility with surrounding areas ;
- Character Area areas provide an area wide view of how a specific use on a specific property will interact with a larger area;
- Character Areas are not regulations, and therefore, will allow flexibility during project review;
- Will allow additional qualitative controls while small area and Corridor studies are completed.
- Remember, just because a potential type of non-residential development is “allowed” this is not specific like a zoning district. A use must still fit the intent of the character area and any associated criteria.

### **Zoning Decision Process with Character Areas**

*\*Identify Character Area on Future Development Map.*

*\*Character Summary Table—Compatible zoning districts and infrastructure.*

*\*Review general community design guidelines.*

*\*Review Character Area intent, and guidelines*

*\*Determination whether the zoning proposal*

**A)** *Is in agreement with the Future Development Map, and*

**B)** *Is in compliance with the Character Area's intent and criteria.*

*\*If the proposed use meets A & B, then the project proceeds into the rezoning process and will be judged on how that specific proposal works on that specific site, utilizing zoning regulations review standards and the Character Area intent statement.*

*\*If the proposal does not meet A & B, a*

## ■ Overall Design Considerations

The following guidelines apply to all new development in each Character Area as a whole. While every individual property is not expected to reflect every guideline (particularly small parcels), each property will be expected to complement and fit into the guidelines for the overall Character Area, depending on its location and relationship to the overall design.

## Residential Development

Residential development should reflect the overall quality and character of the Woodstock community vision, and compatibility as an integral part of the surrounding neighborhoods and character areas. All new residential areas should be developed as communities, meaning they should be sustainable and interconnected with adjacent uses and the community at large.

Considerations in evaluating new residential development should include:

- Compatibility with adjacent and nearby uses;

- The availability of public services and facilities;
- The character of the natural landscape;
- The provision of internal connectivity and a pleasant pedestrian/bicyclist environment;
- The continuity of local roads, walkways, pathways and opens spaces;
- Protection from traffic and other undesirable impacts; and
- Connectivity within neighborhoods and villages to the greater community.

### **Design Guidelines**

The following additional enhancements that would further the development of communities should be added whenever possible:

- Internal multi-use trail and sidewalk system should be incorporated into the design of large residential developments to increase bicycle and pedestrian accessibility to schools, public faculties, employment and shopping areas and parks and open spaces. All developments should be connected where possible to the City's pedestrian circulation plan and any public planned trail System.
- A grid system of connected streets is preferred over cul-d-sac designs. Block fronts are not to exceed 600 feet in length; dead-end streets may be no longer than 200 feet and should reflect a close design around a central median or square not a cul-de-sac.
- Street trees are to be provided along both sides of every street within a character area, with minimum 3" caliper shade trees planted every 40 feet.
- All development except individual single family houses should present a site specific pedestrian plan. Pedestrian linkages must be established from the public realm to internal activities, open spaces and parking areas.
- The lower façade of all buildings over two stories should define its ground floor at its upper edge by a minor cornice or decorative band. Typical pedestrian-friendly street fronts include a high level of transparency from large areas of glazing and entries recessed into the façade and embellished with decorative tiles and panels.
- An "anti-monotony" code should be considered for major subdivisions to promote diversity among housing products, densities and site development characteristics.
- Sidewalks are required on both sides of the street according to the City's Sidewalk Standards.
- Back and side load entry garages are encouraged in order to reduce interruptions and increase safety for pedestrians.
- Look at the possibility of applying higher allowable density within developments that opt to follow village and hamlet design standards.
- Development layouts should work closely with the existing site to preserve natural elements and to focus the edge towards man-made and natural open spaces to create a sense of place and time.

- Utilize conservation subdivisions where a substantial proportion of open space generates more compact lot layouts.
- A variety of housing types and civic gathering places should be included in large developments, such as shops, church's, schools, community squares and parks.
- A community should strive to create an interesting and functional streetscape with defined distances between opposing house fronts, the creation of courts with mini-parks and a short length of streets.
- All developments should be planned with inter-connectedness both internally and externally, including such elements as footpaths, bikeways and open spaces linking blocks otherwise separated by natural features.
- All streets should be designed for both the pedestrian and the auto. Traffic calming for quieter neighborhood streets shall be incorporated into all projects, such as loop road design, narrow pavement widths, on-street parking, street trees, 3 and 4 ways stops, elements inserted into the center of travel lanes, such as small squares or ovals containing trees, fountains or gazebos, and round-about intersections.
- Multi-family residential buildings are to present a front face to a public street.
- All utilities, including electric power, telephone and cable TV are to be placed underground.
- At least 20% of the gross land area must be open space, which may include undeveloped conservation areas in their natural state, parks or recreation areas, trails, public squares, etc. Required natural resource protection of wetlands, floodplains and natural habitats is in addition to this 20% open space requirement.

### **Non-Residential Development**

The Comprehensive Plan promotes high quality commercial and business development within Woodstock during the next 20 years emphasizing non-residential development in order to enhance the City's tax base, create new jobs, and provide convenient shopping opportunities for local residents. Commercial and other non-residential uses have been separated into several character areas according to intensity, locational requirements and land use compatibility.

The following will be important during the review of mixed-use and nonresidential development:

- The quality of physical development, design and siting;
- An enhanced pedestrian experience by providing a pleasant walking and shopping experience for business patrons;
- The inclusion of the natural environment, such as existing vegetation, topographic features, minimally undisturbed natural areas, and drainage;
- The visual nature of the development—view sheds, view corridors and primary views from on-site and off-site, and focal points;
- The patterns, character and scale of existing and planned development in the immediate area;

- Potential connections and other relationships with adjoining development—i.e., pedestrian access points, shared driveways, off-street vehicular connections, open space systems and landscape buffers, and service corridors;
- Encourage flexible and individual creativity in design rather than uniformity; and
- All new development should strive to create sustainable and complete communities through careful mixing of compatible and complimentary uses.

Commercial nodes and corridors often lack a sense of organizational structure, and this confusion reflects poorly on the community. Retail and service establishments should be designed to resemble town squares of varying intensities. The “Main Street” and “Village” concept incorporates internal circulation patterns (for both automobiles and people) surrounding public spaces such as small pocket parks, squares and plazas should be encouraged. Villages should become centers for community interaction where you would “usually run into someone you know, or the friends of someone you know, while hanging around there.” Commercial strip development is discouraged in all areas of the county.

Regional type nonresidential centers should be developed as self-sustainable town centers that provide a variety of services to its residents and employees. A residential component should always be included to foster human interaction and a 24-hour streetscape. A sense of entry or arrival should be created at primary entryways into the development. Building placement, landscaping, gates, entry monuments, specialty lighting and other design elements can be used to create this design effect. These are large-scaled employment generators that should be designed to create pleasant work and play environments with an integrated design and circulation plan, and be located in areas that provide sufficient transportation systems to limit negative impacts.

## **Design Guidelines**

The guidelines presented in this section are intended to enhance the value of public and private properties by promoting a quality development that promotes the communities vision. Site design of commercial development is one of the most critical aspects of a successful project. Development proposals should be reviewed with respect to their response to physical characteristics of the site and to the contextual influences of the surrounding area. Both the physical site characteristics and contextual influences should be considered early and throughout design development:

- Environmental—existing vegetation, topographic features, minimally undisturbed natural areas, and drainage.
- Visual—view sheds, view corridors and primary views from on-site and off-site.
- The patterns, character and scale of existing and planned development in the immediate area.
- Potential connections and other relationships with adjoining development—i.e., pedestrian access points, shared driveways, off street vehicular connections, open space systems and landscape buffers and service corridors.
- Perimeter open spaces and buffer zones to provide for a smooth transition to lower intensity uses.

- All building frontages and sides of buildings oriented to the street or other public areas should incorporate a combination of arcades, pedestrian level display windows, storefronts, and entrances.
- Linear “strip” development must incorporate variation in building height, building mass, roof pitch, and changes in wall planes in order to mitigate the linear effect of a development. Particular attention should be made to building design when the building is adjacent to residential property or within any public view.
- Pedestrian lights are to be provided along both sides of every street within a character area: traditional (upright) standards maximum 16 feet high, placed no more than 200 feet apart (measured in every direction).
- All utilities, including electrical power, telephone and cable TV are to be placed underground, and joint trenched wherever possible.
- Outdoor dining areas are encouraged and when part of the development program should be used to activate plazas, the edges of open space, building frontages and street frontages. Outdoor dining areas should be oriented away from adjacent uses that are sensitive to noise or nighttime activity.

#### **Materials**

- Materials such as brick, natural stone, glass, clapboard and hard coat stucco should be encouraged as the dominant exterior cladding. Four sided architecture is required, with a finished face on every side of a building. In addition, a variety of materials should be used within a development to provide interest and visual variety.
- Concrete block, sheet metal and hard coat stucco may be considered as accent features; however, these should not be used as predominate building materials.
- A single building or development or multiple buildings within a development must maintain a consistent style/architectural theme. Architectural design, building materials, colors; forms, roof style and detailing should all work together to express a harmonious and consistent dosing. This includes all “pads” within retail development as well as gasoline pump canopies or other accessory structures.
- Accessory buildings or structures, which are not compatible and consistent with the materials and design of the main building, are discouraged.

#### **Building Architecture**



In the context of a comprehensive plan, building architecture primarily refers to how a development contributes to the community's primary goal of human scale. The objective is to respect the typical streetscape rhythm comprised of many buildings in each block with one or more individual shop fronts in each building. This design feature creates the impression of many narrow buildings within a block. Existing buildings may be of various widths that do not necessarily relate to building heights, but the critical pedestrian building module in mixed use developments should be shop front width, which provides rhythm and pedestrian scale to the streetscape. It is desirable to retain the existing pattern of widths (where they exist) and to avoid creating larger shop fronts through the consolidation of two or more existing façades where possible, while still allowing flexibility of use by business. New buildings should seek to vary the façade with strong vertical elements and configure windows to maintain a fine-grained texture characteristic of historic streetscapes. Typical early shop front design elements included columns, pilasters, and multiple storefronts. These features serve to establish a pedestrian scale and rhythm and to reduce the apparent width of



buildings by adding texture and visual interest for pedestrians.

### **Lower Street Façade**

The lower façade is that portion of the building made up of the ground floor and, if present, the traditional glazed mezzanine. It is typically defined at its upper edge by a minor cornice or decorative band. The lower façade is the most visible to the pedestrian and is often heavy in detail. Buildings of the pre-1929 era typically had ground floor facades with high ceilings, a high degree of transparency from large areas of glazing, and entries recessed into the façade and embellished with decorative tiles and panels. Buildings should respect the scale, configuration and rhythm of the traditional components of pedestrian friendly lower facades including ground floor height, shop front design and access to upper floors.

Street level access to the main floor should be provided. Traditionally, street level entry doors for stairs to the upper floors were incorporated into the façade in a separate vertical bay with details relating to the design of the shop front entry but in a less elaborate expression. Often the entry was recessed and the floor surface treated in a decorative fashion. Horizontal elements, such as transom windows above the height of the entry doors and signboard strip between transoms and intermediate cornice are important aspects of the texture and complexity of the lower façade. They should be continuous across the façade except at the pilasters, which should structure the entire building's façade.

The following features should be incorporated into the design of new and existing lower street façades:

- Access that is level with the sidewalk and recessed to provide a distinction.
- A high percentage of glazing, in display window areas and in transoms above entryways and doors.
- Detailing of the floor surface in the entry recess with tiles (especially small mosaic tiles), terrazzo, or other similar decorative materials.
- A storefront cornice, which is generally a variation or reduced section of the main building cornice.

### **Upper Street Facades**

Appearance and proportions of the upper facades should include strong vertical elements segmenting the façade; vertically-oriented windows organized into groups within the segments of the façade, and recessed balconies if appropriate. There should be a clear distinction between the upper story of buildings and the storefront level. To maintain upper façade texture, window openings in new construction are encouraged to be repetitive, vertically-oriented, and organized into relationship to the vertical elements which structure and segment the façade. Vertical elements such as pilasters, columns and projecting bays should be utilized whenever possible.

- The upper facades should be outlined with the use of vertical elements such as pilasters, columns and bays.
- The upper floor windows, which are typical of older pedestrian oriented buildings, should be punched openings in a relatively solid upper wall with a low window-to-wall ratio, with the exception of contour glazing at the back of recessed balconies.

### **Awnings and Canopies**

Historically, awnings were large and played an important role in the commercial pedestrian streetscape. The use of fabric or metal awnings typically of a shed shape is encouraged, both as an architectural design element and as shelter from rain and hot sun.

### **Public Spaces**

Development of a project of greater than 2 acres should include a publicly accessible outdoor space, such as a pedestrian plaza, pavilion or courtyard. A water feature, fountain, sculpture, or other art

features should be developed as a focal point. Amenities such as specialty paving, specialty lighting and street furniture are required throughout the development.

### **Infrastructure**

- All developments should provide safe and pleasant vehicle and pedestrian circulation patterns. The City requires sidewalks along all rights of way to encourage interconnectivity between land uses.
- Shared driveways, internal vehicular circulation system linking properties and linkages of interior pedestrian systems to adjoining sites are encouraged.
- Trees can define the character of a roadway corridor and unify the diverse elements that make up the corridor's visual experience. Trees and natural vegetation should be used extensively throughout the development.
- All development except individual single family houses should present an internal pedestrian plan. Pedestrian linkages must be established from the public realm to internal activities, open spaces and parking areas.
- The lower façade of the building (ground floor) should be defined at its upper edge by a minor cornice or decorative band. Typical pedestrian-friendly street fronts include a high level of transparency from large areas of glazing and entries recessed into the façade and embellished with decorative tiles and panels.
- Ensure that at least some part of the development of a site contributes to the liveliness of the street.

### **Circulation and Parking**

- Alternatives to traditional parking between a building and the right of way are required. Parking should be placed internally, underground, to the side or in the rear whenever possible. All parking should be screened from the street. Street side parking between the building and right of way is prohibited.
- While off-street parking is essential for all but the smallest commercial projects, screening and buffering techniques can be used to effectively hide such areas and soften the visual effects associated with vast wastelands of asphalt.
- By delineating the edge of a project, landscaping actually serve to increase a projects visibility and hence its viability in the competitive setting of the corridor.
- Commercial developments are encouraged not to maximize parking requirements and to seek opportunities such as shared parking and incorporate features intended too reduce the dependence on the automobile (i.e. enhanced accessibility to transit and pedestrian connectivity).
- Internal circulation systems must connect to the public right of way.

- Curb cuts and driveways shall not be permitted on any storefront street when access may be provided from a side or rear street located immediately adjacent to contiguous property, with the exception of hotel patron drop-off drives.

### **Building Design for Mixed Use**

The mixing of uses, whether vertically or horizontally requires special considerations to reduce negative impacts and incompatibility. Sufficient daylight access should be provided to all new residential units. Commercial activities such as parking and loading exhaust fans, and restaurant entertainment can create noise, which disturbs residents. Residential privacy in relation to other units, pedestrians, and adjacent development is an important aspect of project livability and neighborliness. Safety and security are key components of livability. New development, both residential and commercial, should provide a secure environment through attention to principles of crime prevention through environmental design.

The following criteria should be considered for new projects, major expansions, and renovations to existing buildings that contain residential development:

#### **Light and Ventilation**

- Courtyard configuration and building massing should maximize sun access to courtyard level including terracing of upper levels on the south side of courtyards.
- Where courtyards or light wells exist in adjacent developments, new developments are encouraged to link open space with adjacent courtyards or light wells, yet maintain privacy and security.
- Where new development abuts or is adjacent to existing development with windows on the sidewalls, adequate light and ventilation should be maintained.
- Mechanical ventilation of commercial space should be exhausted at a location having the least impact on residential livability. This should ideally be at the roof, especially for restaurant kitchen exhaust.
- New buildings should be designed to utilize natural light and ventilation as much as possible, even deep within interior spaces.

#### **Noise**

- Buildings that incorporate dwellings should meet acoustic standards. Some of the methods which can be considered are orienting bedrooms away from noise sources, providing mechanical ventilation (to allow choice of keeping windows closed), and using sound-deadening construction materials and techniques.
- Noise generated by the development itself, such as parking and loading activities, exhaust fans, and restaurant entertainment, should be mitigated by location and design.
- Unit orientation, window placement and screening should be used to enhance privacy.

**Safety and Security**

- All lobbies should be visible from the street.
- There should be a separation between commercial and residential uses.
- The design of parking facilities should provide for personal safety and security. Underground residential parking, including pedestrian access routes from parking into the building should be secure and separate from commercial parking.
- Buildings should maximize opportunities for surveillance of sidewalks, entries, circulation routes, semi-private areas, children's play areas and parking entrances. Blind corners and deeply recessed entries should be avoided. Visibility into stairwells and halls is desirable. Laundry facilities, amenity rooms and storage rooms should be grouped together and visible for surveillance.

## ■ **Natural Preserve**

Undeveloped, natural lands with significant natural features, including views, steep slopes, flood plains, wetlands, watersheds, wildlife management areas, conservation areas and other environmentally sensitive areas not suitable for development of any kind, are included in this character area. This character area also includes greenways and passive open space.

### **Development strategies:**

- Maintain natural, rural character by not allowing any new development and promoting use of conservation easements;
- Widen roadways in these areas only when absolutely necessary and carefully design the roadway alterations to minimize visual impact; and
- Promote these areas as passive-use tourism and recreation designations.

## ■ **Suburban Living**

This Character Area includes established suburban neighborhoods and areas adjacent to established neighborhoods. This Character Area consists principally of single-family, detached houses with permitted accessory buildings. Houses tend to be on larger lots with setbacks on all sides. This area is characterized by low pedestrian orientation, large lots, high to moderate degree of building separation, predominately residential with scattered civic buildings and varied street patterns, often curvilinear. Public services and facilities are offered at a moderate level of service to accommodate a medium density population. Water and sewer are either existing or planned within this Character Area. Vacant tracts are often scattered throughout the area between existing neighborhoods. The intent of this Character Area is to provide for infill and transitional uses that are compatible with existing residential development in size, scale and lot density. Infill requests should be reviewed in terms of compatibility and impact to the surrounding area, although traditional neighborhood developments are highly encouraged. Small commercial adjacent to neighborhoods is also encouraged to reduce various trips and trip length.

The intent of this Character Area is to:

- Protect existing neighborhoods from incompatible land uses;
- Retain and conserve the existing sound housing stock;
- Promote infill residential development that fosters a sense of community and provides essential mobility, recreation and open space;
- Assure compatibility of infill development with surrounding neighborhoods;
- Encourage retrofitting, where appropriate, of these areas to enhance traditional neighborhood development principles, such as connectivity and public gathering places;

- Encourage appropriate reuse, redevelopment or refurbishment of areas where activity and attractiveness have declined;
- Provide for areas of innovative development, such as golf, master planned and traditional communities in appropriate locations;
- Create neighborhood focal points by locating schools, community centers, or well-designed small commercial activity centers at suitable locations within walking distance of residences;
- Higher intensity development should be limited to areas where existing critical infrastructure (i.e. roads, schools, water/sewer, etc.) is available.

<i>Primary Land Uses</i>	<i>Compatible Nonresidential Land Use</i>	<i>Infrastructure</i>
<ul style="list-style-type: none"> <li>▪ Single family residential</li> <li>▪ Infill TNDs</li> <li>▪ Infill Conservation Subdivisions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corner Market</li> <li>▪ Neighborhood Village Centers</li> <li>▪ Community Village Centers</li> <li>▪ Residential related semi-public and institutional uses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public water and sewer are available</li> <li>▪ Traditional Neighborhood or Mixed-Use / Urban Streets</li> <li>▪ Greenways and conservation areas</li> <li>▪ Parks and Greens</li> </ul>

### **Development Strategies**

- Utilize traffic calming improvements, sidewalks and increased street interconnections to improve walkability within and between existing neighborhoods;
- All new infill neighborhoods over 10 units should contain a civic space such as a park or a village green;
- Infill development should compliment existing uses, and provide missing elements that make a particular area a “sustainable community.” For example, in a neighborhood that is entirely residential, Corner Market type commercial would be missing;
- Neighborhood Village Centers are restricted to areas with adequate transportation access, and are encouraged primarily within suitable infill development sites;
- To the extent practical, development should help provide missing design elements and facilities such as internal sidewalks, plazas and focal points, and pedestrian and bicycle connections to adjoining neighborhoods.
- Neighborhood Village Centers and semi-public and institutional uses shall have adequate public infrastructure at the time of final plat approval;

- Corner Markets and Neighborhood Village Centers are encouraged within residential communities at appropriate locations in order to reduce automobile trips and provide daily necessities;
- Public and semi-public uses should be incorporated into new neighborhoods or adjacent to existing neighborhoods; the size, scale and impact should be considered in order to provide compatibility; and
- Outdoor recreation should not adversely impact residential development in terms of light and noise.

### **Implementation**

- Look at the possibility of applying higher allowable density within developments that opt to follow village and hamlet design standards.

## **■ Traditional Neighborhoods**

Traditional Neighborhoods includes both the older established neighborhoods and those with limited existing development but where this pressure is the greatest due to location and community infrastructure. The intent of this character area is to preserve stable neighborhoods, while accommodating new neighborhoods that embody the spirit of traditional neighborhoods, such as neighborhood sense of place, human connectivity and safety. Both existing and proposed traditional single-family neighborhoods are essential to the community character of Woodstock. Each kind of development will offer an opportunity and choice to the residents of the City.

In order to create more sustainable neighborhoods, limited commercial opportunities are necessary to serve residential growth and to decrease the reliance on the automobile. It is encouraged that everyday conveniences are met through “corner market” commercial areas. Corner markets are distinctively designed to meet the needs of the immediate residents, and are scaled as such. Because of scale and compatibility of corner market, it is not necessary to apply for a Map Amendment if the site is appropriate. Neighborhood Village Centers, although they require a map amendment may be appropriate in developing areas depending on the size of the development and the surrounding infrastructure. Any commercial areas should be compatible with existing residential character through size and appearance. Special care should be taken to eliminate any negative impacts, such as lighting, parking and traffic.

The City has a wealth of older established neighborhoods built in the 1970’s that have a distinctive community identity through their architectural style, lots size, and street design. These havens are characterized by single family housing on large lots, deep setbacks, wooded areas and wealth of old growth trees and vegetation lining quiet streets. As viable in-town neighborhoods the focus is to reinforce this stability by encouraging homeownership and negating incompatible land uses. Areas adjacent to these stable neighborhoods should be sensitive to the surrounding residences. Light, bulk, setbacks and landscaping should be reviewed for compatibility as infill properties come in for redevelopment. Within redevelopment or developing areas, there is a growing desire for



neighborhood design that includes a more walkable lifestyle that beckons back to older traditional communities and neighborhoods of small towns. New traditional neighborhood development should be channeled to areas that are suitable in terms of land use patterns and infrastructure investment. All new developments should incorporate innovative design concepts to promote sustainable communities, such as the promotion of alternative modes of transportation, public and civic spaces and neighborhood commercial. Depending on the size of the new development this commercial could take the form of corner markets or neighborhood village centers. Sustainable design features include

- Single Family residential units of varying lot sizes.
- A continuous and connected street network has a hierarchy, from high-capacity boulevards to narrow rear lanes or alleys. Neighborhood streets should have relatively narrow roadways, small curb radii, and sidewalks to accommodate pedestrians and bicyclists as well as motor vehicles.
- A neighborhood should be organized around a civic place, such as a plaza or green.
- Promote infill residential development that fosters a sense of community and provides essential mobility, recreation and open space;
- Appropriately scaled non-residential should be included in infill developments.

<i>Primary Land Uses</i>	<i>Non-Residential Land Use</i>	<i>Infrastructure</i>
<ul style="list-style-type: none"> <li>▪ Single family housing,</li> <li>▪ Granny Flats and accessory housing;</li> <li>▪ TNDs</li> <li>▪ Conservation Subdivisions</li> <li>▪ Retirement Communities</li> <li>▪ Corner Market</li> </ul>	<ul style="list-style-type: none"> <li>▪ Neighborhood Village Centers</li> <li>▪ Community Village Center</li> <li>▪ Residentially related institutional uses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public water and sewer is available</li> <li>▪ Neighborhood Streets</li> <li>▪ Civic spaces are greenways, parks, greens</li> <li>▪ Pedestrian orientation is provided throughout the development.</li> </ul>

### **Development strategies:**

- Create neighborhood focal points by locating schools, community centers, or well-designed commercial villages at suitable locations within walking distance of residences;
- Design road specifications for new development while adding traffic calming improvements, sidewalks, and increased street interconnections to improve walkability within and between existing neighborhoods;
- Corner Markets are allowed in appropriate locations without a Map Amendment. Neighborhood Village and Community Village Centers not identified on the Future Development Map require Map Amendments;

- On street parking should be provided in and near Corner Markets and Neighborhood Village Centers;
- Parking for residential uses is preferred to be located to the rear of the structure, access off an alley. If parking is accessed from the front street, the parking garage must be located at least 20 feet back from the right-of-way.
- If parking garages for single-family detached dwellings are accessed off an alley, the garage may have an accessory apartment (granny flat) or an office above it. The flats or office floor area will not be counted toward the maximum density restriction on the property.
- Residential buildings must be no more 600 feet in walking distance from a public square or park, measured from the front door. Civic spaces should be at least 1/4 acre in size. The Public Square or park must be accessible by pedestrian paths or street.
- It is encouraged that residences have porches or balconies to enhance interactions.
- Every principal building must front on a street. Setbacks close to the street are encouraged.
- Front yard fencing, if provided, must be wood picket, wood-looking vinyl, wrought iron, stone or timber in a traditional design at least 2 feet high but not more than 4 feet high. Fence materials and designs must be consistent within each development, but may differ from other developments.

## **Neighborhood Living**

Neighborhood Living Character Areas are predominately residential in character, but may include low intensity neighborhood-scaled shopping facilities in stand-alone buildings (such as a corner market), commercial space in a live/work dwelling where the proprietor resides, or small retail and professional uses built as part of a residential development. These neighborhoods encompass housing on smaller lots, smaller front setbacks for both attached and detached dwellings, posse a distinct community identity through architectural style, lot and street design, and are predominately owner occupied. Residential buildings have defined semi-public, landscaped edges with the ground floor raised above the grade of the sidewalk. Appropriate residential types can include single-family dwellings, condominiums, townhouse, vertical duplexes and apartments as part of a mixed use project. A mixing of housing types within a development is appropriate. The intent of this character area is to create new moderate density housing to provide for empty nesters, singles, small families, stable workforce housing and moderate-income neighborhoods and to provide a choice of various housing types that accommodate a cross-section of incomes, life styles, and life cycles. Neighborhood Village Centers are common in these neighborhoods to provide for close and convenient services. Parking should be secondary to the façade of a building and to pedestrian access. Infill or redevelopment of parcels within this character area will provide greater lifestyle housing choices, but should be respectful to existing neighborhoods.

Primary principles of this character area include:

- Encourage locating residential development where full urban services, public facilities and potential routes of public transportation are available;
- The provision of community services and commercial uses to create a “complete community;”
- Accommodate a variety of housing types to suit a variety of lifestyles, price points and lifecycles;
- Develop residential areas that utilize innovative urban design principles to encourage community, pedestrian linkages and mixed-use environments;
- Multi-family housing should be small and scale. Apartments should be part of a mixed use development; and
- Internal and external connections and walkability are key to this character area in order to reduce automobile trips and to encourage a close knit community.

<i>Primary Land Uses</i>	<i>Non-Residential Land Use</i>	<i>Infrastructure</i>
<ul style="list-style-type: none"> <li>▪ Residential: smaller lot single-family dwellings; townhouses, duplexes</li> <li>▪ Small-scaled apartments integrated into mixed use</li> <li>▪ Live work units</li> <li>▪ Assisted living facilities</li> <li>▪ Medical Related Housing</li> <li>▪ Large Senior Housing Developments</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corner Market</li> <li>▪ Neighborhood Village Centers</li> <li>▪ Community Village Centers</li> <li>▪ Public and Institutional Uses</li> <li>▪ Mixed Use Buildings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Full Urban facilities and Services</li> <li>▪ Mixed Use/Urban Streets</li> <li>▪ Internal Pedestrian Ways</li> <li>▪ Parks, plazas, squares and greens</li> </ul>

### **Development Strategies**

- Mixed Use is highly encouraged.
- Corner Markets and Neighborhood Village are allowed in appropriate locations without a Map Amendment. Community Village Centers not identified on the Future Development Map require Map Amendments;
- Buildings may contain both a horizontal and low-rise vertical mix of uses. Development may consist of single uses placed side-by-side or different uses on different floors of the same structure.
- Buildings should be no greater than 4 floors.
- Develop residential areas that utilize innovative urban design principles to encourage community, pedestrian linkages and mixed-use environments;
- Neighborhood Village Centers—no greater than 50,000 square foot total;
- Community Village Centers—Not greater than 125,000 square feet;

- Multi-family development should be limited to fewer than 100 units and be part of a mixed-use project;
- Mixed-use projects must conform to the square footage requirements of a Neighborhood or Community Village;
- Mixed-use projects must contain a civic space;
- Institutional uses such as elementary schools, churches, libraries and community centers are encouraged;
- Foundation planting should be provided along all buildings frontages, except single-family; planting should be of sufficient quantity and spacing to provide complete coverage of the entire length of the building;
- On-street parking should be part of an overall street design such as bump-outs, pavers and other aesthetic streetscape treatments;
- Street trees are required;
- Development should include prominent public features such as art, fountains and gazebos; these features should also serve as navigation points;
- Neighborhood size that allows residents to walk from edge to center or civic space, or to a non-residential use, in 5 to 10 minutes;
- Encourage the conversion of sites to more intensive residential use when appropriate;
- Landscaping and a green edge are necessary, such as street trees planted in wide parkways (the areas between the curb and sidewalk), in addition to an appropriate sidewalk width;
- All developments should connect to adjacent public rights-of-ways and other neighborhoods.
- Substantial internal connections should exist within a development and to adjacent land uses. A grid system of interconnected streets is encouraged; Cul-de-sacs or other unconnected roadways are discouraged.
- Neighborhood civic spaces, such as parks, greens and squares shall be located a maximum distance of 1,400 feet from each residential unit;
- Parking should be located to the sides or rear of residential and non-residential buildings. All parking must be screened from the public pedestrian view; and
- Block length are limited to 900 feet.

## ■ Urban Village

Urban Village Character Areas consist of a higher density mix of uses, such as mixed-use building types that accommodate local-serving retail and professional offices, small lot single-family neighborhoods, townhouses, condominiums and apartment buildings. The Urban Living Character Areas present an “in-town city neighborhood” environment, and commonly surround urban cores and downtowns, providing a transition between the core and lower-intensity residential Character Areas, primarily within the city urban growth boundaries. These mixed-use districts provide housing and retail options that offer business – owners and residents – including seniors, youth and the workers – the opportunity to meet some of their daily needs by walking or bicycling. This mixed-use area is characterized by multi-story construction that uses the ground floor for retail, service or office space, while upper floors are usually residential. These urban neighborhoods are walkable communities with easy access to restaurants, retail shopping and personal service establishments, professional offices, and recreational facilities, and typically supply the necessary population and client base for urban core areas. Mixed-use development with retail or offices is located in the center of pedestrian sheds (including sidewalks, commercial districts and plazas), with architectural emphasis on the corners. Well-maintained sidewalks, adjacent parallel parking, well-maintained commercial facades, public art, street trees and landscaping are highly valued characteristics of the commercial pedestrian realm, which should be promoted and incorporated into the neighborhood. It is also critical that parks and plazas have pedestrian amenities, including pedestrian furniture, water features where appropriate, pedestrian scaled lighting and semi-public edges incorporated into the design. Parking must be accessed by rear alley, through buildings or to the side and be screened from the pedestrian view.

The intent of the Urban Living is to:

- Accommodate a variety of housing types to suit the variety of lifestyles and lifecycle of Cherokee County and its cities;
- Allow for conversion of sites to more intensive residential use when appropriate;
- Provide transition areas between different intensity land uses, such as higher density residential and traditional subdivisions;
- Assign internal and external connections and walkability are key to Character Area in order to reduce automobile trips and to encourage a close knit community; and
- Provide community services and commercial uses that create a “complete community” and allow a variety of life styles and life cycles within the community.

<i>Primary Land Use</i>	<i>Compatible Nonresidential Land Uses</i>	<i>Infrastructure</i>
<ul style="list-style-type: none"> <li>▪ Higher Density Housing Products</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corner Markets</li> <li>▪ Neighborhood Village</li> </ul>	<ul style="list-style-type: none"> <li>▪ Full urban facilities and Services</li> </ul>

<ul style="list-style-type: none"> <li>▪ Live Work Units</li> <li>▪ Mixed use</li> <li>▪ Assisted Living Facilities</li> <li>▪ Senior Housing Developments</li> </ul>	<ul style="list-style-type: none"> <li>Centers</li> <li>▪ Community Village Centers</li> <li>▪ Institutional Uses</li> <li>▪ Mixed Use</li> </ul>	<ul style="list-style-type: none"> <li>▪ Mixed-Use / Urban Streets</li> <li>▪ Internal Pedestrian Pathways</li> <li>▪ Parks, squares, plazas and greens</li> </ul>
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## Development Strategies

- Retail, professional services, and other small-scaled commercial should be located at street level and is encouraged as a ground floor use in residential stacked units;
- Corner Markets and Neighborhood Village Centers are allowed in appropriate locations without a Map Amendment. Community Village Centers not identified on the Future Development Map require Map Amendments;
- Mixed Use Buildings and Development may contain non-residential development to the scale of Corner Markets and Neighborhood Village Centers without a Map Amendment. Mixed Use Buildings or Developments containing non-residential development to the scale of a Community Village Centers not identified on the Future Development Map require Map Amendments;
- Commercial buildings within mixed-use centers should utilize compact design wherever possible. Buildings with large footprints should include façade treatments that give the appearance of small shop fronts;
- Require a street edge treatment, which may include fencing, low walls or low hedging to define the semi-public edge in residential areas;
- Street trees are required along all residential streets;
- Pedestrian scaled lighting should be incorporated into all residential and nonresidential areas;
- Incorporate plazas and small parks into future redevelopment plans as predominate features within new buildings and developments;
- Civic spaces such as parks, greens, plazas and squares should be located a maximum distance of 1,000 feet from each residential unit;
- If parking structures are adjacent to the street, the first floor frontages of parking structures should be dedicated to commercial use, excluding parking, and upper stories at frontage should be articulated to disguise the appearance of the garage;
- Parking lots should be located mid-block or behind buildings and accessed from an alley or internal driveway; parking areas should be connected where possible, and driveway curb cuts should be reduced and combined where possible;
- Building facades should face a civic space or a roadway, with the exception of an alley;

- Vistas of 600 feet or longer may not be terminated by parking lots;
- All public streets should connect to each other, including connection to public stub streets to facilitate connections to adjacent future development;
- Substantial internal connections should exist with a development; street designs should not contain any cul-de-sacs or other unconnected roadways, unless a determination is made by the appropriate jurisdiction that provision of connected streets is infeasible or inappropriate;
- Bicycle parking facilities must be provided for in developments over 50,000 square feet or 50 dwelling units; and
- On-street parking should be designed as an integral part of the streetscape.

### **Implementation**

- Institute design standards that require rear lanes in new development and retrofit existing development with rear lanes where possible for service orientation.
- Develop a consolidated parking plan for Downtown Woodstock.

## ■ **Corner Market**

A Corner Market center is a very small commercial area that serves its immediate neighborhood with everyday needs, such as a corner deli, coffee shop or dry cleaners within neighborhoods. A Corner Market can be a stand-alone shop or a series of small-connected shops. A Corner Market is usually part of a master plan for a new neighborhood or larger infill neighborhood. Within existing neighborhoods, infill Corner Markets would have to be determined in a case-by-case basis. These compatible commercial areas are located internal to the neighborhood, and are not expected to draw from outside the neighborhood.

### **Development Strategies**

- There shall be no signage or advertisement for these small commercial areas, except for allowable attached signage on the buildings.
- There shall be adequate buffering of adjacent residential uses from light and sound.
- Corner Markets are limited to a total building size of 5,000 square feet, with individual storefronts less than 1,200 square feet each.
- Pedestrian access shall be easy, comfortable and connected to the neighborhood system.
- Because this is a locally-serving and pedestrian-oriented use, parking should be limited and not intrusive to the surrounding neighborhood.
- Corner Markets have a service radius of a 5 to 10 minute walk or a 1/4 to 1/2 mile radius.

## ■ **Neighborhood Village Center (NVC)**

Neighborhood Village Centers are places where small-scaled commercial uses, such as a bank, produce market, drug store, cleaner and gas station, are arranged in a village-like setting that might include a neighborhood park, pedestrian circulation and public spaces. Thus, a Neighborhood Village Center is envisioned as a compact assortment of convenience-oriented retail stores and services to address the demands of nearby residents. From a community design perspective, sidewalks or pedestrian paths are important circulation features in Neighborhood Village Centers. Given a Neighborhood Village Center's small scale and emphasis on local-serving stores, the scale and size of individual businesses and the village center as a whole are most important. Adaptive re-use of existing structures and buildings is encouraged to serve as a focal point. Accessory retail is appropriate within the City of Woodstock.

Examples of uses within a Neighborhood Village Center include: small scale corner markets, drug stores, bakeries, cafes, tack shops, "feed and seed" stores and small retail shops; personal services such as laundromats, dry cleaners, barber/beauty shops and video rental; professional services such as lawyers, accountants, insurance agents, physicians and dentists; and small scaled semi-public/institutional community services.

### **Development strategies:**

- Each Neighborhood Village Center should include a mix of retail, services and offices that are primarily oriented to serve residents of nearby neighborhoods with their day-to-day needs. A retail development anchored by a national chain drug store would be an example of an appropriate use. Residential development may be located adjacent to these villages.
- Neighborhood Village Centers are designed to serve 5,000 people and a service radius of up to 1 mile;
- There should be a minimum separation between Neighborhood Village centers of 1/2 to 2 miles.
- Neighborhood Village Centers shall contain buildings no greater than 50,000 square feet in total, with no individual or stand-alone store greater than 35,000 square feet total;
- Buildings should be clustered, one and two stories in height, and should respect the predominate scale of development in the surrounding area by designing with elements of similar scale and providing a gradual transition to any larger-scaled masses proposed.
- Design for each center should be very pedestrian-oriented, with strong, walkable connections between different uses and the surrounding neighborhood;
- Site design elements such as low-level pedestrian lights, consistent signage and landscaping contribute to the quaint character of Neighborhood Village Centers and create a sense of place in what may have once been little more than a crossroads.
- All principal buildings should have a front door opening directly onto a roadway, square or plaza.



- The use of coordinated and identified elements such as awnings, varying shingle styles or other natural materials, archways and façade landscaping are encouraged;
- Road edges should be clearly defined by locating buildings at the roadside, with parking in the side or rear; and
- To enhance the pedestrian-friendly environment, providing sidewalks and other pedestrian-friendly trail/bike routes linking to other neighborhood amenities, such as libraries, community centers, health facilities, parks, schools, etc. is essential.
- Residential development should reinforce the neighborhood center through locating moderate-density housing options adjacent to the center in appropriate character areas, targeted to a broad range of income levels, including smaller-lot single-family residential developments, patio homes and townhouses;
- Commercial or office buildings with shops on the first floor may have offices or residential units on the floors above.
- Maximum setback from the street right-of-way line is 20 feet. Balconies, colonnades and overhangs may encroach up to 10 feet into the setback.
- Commercial uses in mixed use centers should be oriented at right angles to major streets or courtyards rather than linear parallel developments.

## ■ **Community Village Center (CVC)**

Typically located at the convergence of major transportation corridors, Commercial Village Centers are envisioned as places where a compatible mixture of higher intensity uses are located, such as larger scaled shopping centers, professional offices and services. Mixed-use developments that combine residential, commercial, service, entertainment and recreational uses integrated and linked together by a comprehensive circulation system are encouraged in these areas. Community Village Centers include shopping and service facilities that offer a wide variety of goods and services, including both convenience goods for neighborhood residents and shopping goods for a market area consisting of many neighborhoods. Whereas someone might live near a neighborhood village center but work outside the city, the commercial village concept includes a variety of housing options, small business employment opportunities, retail shops, services, well-placed parks, plazas and open spaces that create a community where it is possible to live, work and play. Land use components coexist as part of a collective approach to creating communities that are safe, attractive and convenient for pedestrians and motorists alike. Natural and historic resources within Community Village Centers should be enhanced and preserved as a means of defining a distinct identity or sense of place. Improved connections to natural assets, both pedestrian and vehicular, particularly from existing and developing higher density residential communities will tie the village together. A Community Village Center should create a focal point for its surrounding neighborhoods.

### **Development strategies:**

- Each Community Village Center should include a relatively high-density mix of retail, office, services and employment to serve a wider market area than a neighborhood village, but not regional in nature. A shopping center anchored by a major grocery store would be an example of an appropriate use;
- Community Village Centers are designed to serve up to 20,000 people and a service radius of 1 to 10 miles.
- Community Village Centers should be separated from other such centers by 1 to 6 miles, depending on the density of development within the service area.
- Community Village Centers may contain buildings no greater than 125,000 square feet in total, with no individual or stand-alone business greater than 70,000 square feet unless specifically approved by the governing body.
- Design for each center should be very pedestrian-oriented, with strong, walkable connections between different uses.
- Road edges should be clearly defined by locating buildings at roadside with parking in the rear; if this is not possible, then all parking should be masked by a wall and/or hedge;
- Outdoor seating is encouraged.
- All principal buildings should have a front door opening directly onto a roadway, square or plaza.

- The pedestrian-friendly environment should be enhanced by providing sidewalks and other pedestrian-friendly trail/bike routes linking to other neighborhood amenities, such as libraries, community centers, health facilities, parks, schools, etc.
- Small civic uses and gathering places should be part of the overall design of a Community Village Center.
- Residential development should reinforce the community village center by locating higher-density housing options adjacent to the center in appropriate character areas, targeted to a broad range of income levels, including smaller-lot single-family residential developments, patio homes, townhouses, apartments and condominiums;
- Integrated residential development could add an additional 30% to the total project square footage.
- Commercial buildings must be no more than 600 feet walking distance from a public square or park, measured from the front door. The public square or park must be at least ¼ acre in size.
- Wherever practical, streets should terminate at a focal point, which may be civic building, principle sue, church, bell tower, gazebo, etc.
- Buildings should be clustered with at least two story's and should respect the predominate scale of development in the surrounding area by designing with elements of similar scale and architecture;
- Enhance the pedestrian-friendly environment, by providing sidewalks and other pedestrian-friendly trail/bike routes linking to other neighborhood amenities, such as libraries, neighborhood centers, health facilities, parks, schools, etc.
- The design of a building that occupies a pad or portion of a building within a planned project or shopping center should share similar design characteristics and design vocabulary. Precise replication is not desirable, instead a development should utilize similar colors, materials and textures as well as repeating patterns; rhythms and proportions found within the architecture of other buildings in the center can be utilized to achieve unity;
- Parking should be hidden from the streetscape and accessed through either on the side, by an alley or through a building. When it is not possible to located parking to the rear of a structure, surface parking lots are to be screened along every street with hedges, low fencing or landscaped berms to a height of at least 5 feet. Surfaced parking lots must contain at least 1 shade tree for every 3,000 square feet and 1 shrub for every 800 feet of area within plating islands throughout the lot.
- Buildings should be at least two level connected spaces and a mix of overall uses;
- Taller buildings or potions of a building should be located internally to a site with buildings stepping down in height as they reach the edges of the site that are adjoined by smaller scaled development.

- Every principal building must front directly on a street or public courtyard/plaza. Maximum setback from the street right-of-way is 20 feet. Balconies, colonnades and overhangs may encroach up to 10 feet into the setback.
- The residential portion of the development should not be more than 30% of the overall development and should be totally integrated into the design in materials and circulations matters. Mixed use projects that feature vertical integration are encouraged (such as ground floor retail with living units above), with an emphasis on greater street presence.

## ■ **Downtown Woodstock**

The rising cost of housing, traffic congestion and the need to ensure the long-term economic ability of urban cores has helped to contribute to increased multi-use developments. Woodstock is currently experiencing a revitalization of its urban core. Always, but particularly now during this period of growth, new public spaces, private projects, and infrastructure improvements should have a significant and visible component of public spaces, art, and a mixture of uses. As the city grows it is increasing important to create a compact central core that will contribute to the existing energy and activity, while, amplifying and connecting the existing centers of activity. With guidance, density can create variety and vitality in a city core, which will enhance safety by reducing unpopulated, unused areas. Primary objectives within the urban core are to redevelop and revitalize existing historic buildings and to promote infill development that is a natural extension of the city's fabric.

The Urban Core Character Area generally consists of the highest density development and the widest range of mixed uses, combined with central civic areas such as City Hall. Downtown neighborhoods and residential opportunities contribute to the overall vitality of the Urban Core. Buildings are attached and often tall, situated on a wide range of lot sizes. There is a very short mandatory front setback with wide sidewalks. The majority of the required parking is to be located to the rear, or provided on the street. All uses not considered noxious are permitted within the buildings. Residential and Non-residential uses are an important part of the mix that creates an active community life in the core; creating a variety of uses is critical to having a successful 24-hour downtown. A diversity of development downtown can better support residential development and decrease the need for commuting, thus creating an urban core where people are able to live, shop and work in a walkable area. Complex multifaceted urban spaces bring people together in different ways, creating the kind of interaction and synergy. Urban cores thrive on the need for people to come together in so many ways, which cannot be strictly planned.

Civic art can be both traditional artwork created for public spaces as well as artesian-crafted architectural details. These can define the public spaces they help form and the small detail in the urban core providing a rich language that express the values a society upholds or rejects. Art, which includes references to Woodstock's geography, landmarks, history, diverse ethnic cultures, industry, local craft and other cultural attributes can increase our sense of belonging by associating us with a place imprinted with a specific image or feel rather than one which looks and feels like any other modern American city.

The "OldeTowne" is the heart of the City of Woodstock. This urban core is a true live, work, shop and play environment that includes a mixture of the City's municipal faculties, new commercial and

residential, historic buildings and long term services, Downtown Woodstock is a place where the present embraces the past through a mixture of uses, distinctive architecture, idyllic streetscapes and a true sense of community.

Vacant land and underutilized parcels within Olde Towne provide opportunities for new pedestrian-oriented mixed-use development or redevelopment. Nearby creeks and recreational facilities provide alternative transportation and recreation options. In addition, the Georgia Northeastern Railroad parallels Main Street, defining the downtown area, and provides future entertainment, community, and transportation opportunities.

In 2005, the City developed Downtown District regulations to promote the urban core. Main goals and development strategies are summarized here.

- Increase transportation accessibility and mobility options and improve traffic flow in and around the downtown area;
- Expand and strengthen the downtown by building on its current successes and small-town atmosphere;
- Increase the viability of live, work, and entertainment choices within the downtown area;
- Preserve, protect and enhance the urban core's historic and future role as the civic and economic center of Woodstock;
- Provide safe and accessible parks and plazas;
- Improve the aesthetics of the public street and the built environment; and
- Promote pedestrian safety by ensuring sidewalk oriented buildings and attractive street-facing facades that foster pedestrian activity and liveliness.

### **Development Strategies**

- Signage treatments should include small hanging signs mounted on building fronts and signage mounted on building fronts as required within the design standards. Signs should enhance the pedestrian experience.
- Require the efficient utilization of parking facilities by encouraging shared, underground and deck parking and alternative modes of transportation.
- Enhance Woodstock's historic quality by ensuring that new and rehabilitated buildings are compatible with the character of buildings built between 1860 and 1929.
- Allow accessory dwelling units in appropriate areas in order to provide an alternative housing product.
- Require architectural and storefront treatments that provide a sidewalk level street façade.
- All developments shall be required to dedicate open space of at least 20%.
- Civic spaces such as squares and plazas shall be located no more than a maximum of 800 feet from any dwelling unit.

- No parking shall be permitted between a building and the street.
- Street trees and appropriate streetscaping are required on all streets.
- Sidewalk level uses shall have a primary pedestrian entrance, which faces, is visible from, and is directly adjacent to the sidewalk or public open space plaza/courtyard.
- The first two stories of building facades shall be brick, stone, concrete siding such as hardiplank or natural wood, with the exception of pedestrian entrances and windows.
- Blank windowless walls are prohibited.
- Parking structures shall conceal automobiles from visibility and shall look like a horizontal storied building on all levels, or be heavily landscaped.
- All parking, except for allowable on-street parking shall be screened from view.

## ■ **Transportation Oriented Development (TOD)**

The plan anticipates the development of a transportation hub which may include a commuter rail station along the existing railroad track. This transportation hub would provide a better quality of life for Woodstock residents, create greater mobility, reduce congestion and create higher, more stable property values. The plan for the area around the station incorporates the principles of station-oriented design, which calls for a live, work, play, and shop community to be developed around the station at high densities. Buildings should be designed vertically to provide a compact and dense character area. A transit orientation can enable a community to use market forces to increase densities near a transportation hub to increase walkability and foot traffic for area business and where most services are located to enable the development of efficient subcenters that minimize sprawl. The area's mixture of existing infrastructure, nearby land uses, accessibility, topography, location along an active rail road, and other factors make it an ideal location for a mixed use character area based on transit oriented development. The transit oriented development is an approach to combat traffic congestion and protect the environment.

### **Development Strategies**

- Creation of a walkable design with the pedestrian as the highest priority.
- Development of a transportation center as a prominent feature of a mini-town center.
- Parking should be located behind buildings, or within decks that integrate landscaping and business to mask the actual parking structure.
- A regional node containing a mixture of uses in close proximity including office, residential, retail and civic uses.
- Require high density, high quality development within a 10-minute walk circle surrounding the train station.
- Collector support transit systems including trolleys, streetcars, light rail and buses.

- Designed to include the easy use of bicycles, scooters, and rollerblades as a daily support transportation system.

## ■ **Regional Village Center**

A Regional Village Center is an open air market-like development that focuses on certain retail sectors and blends mixed uses typical of an old time Main Street such as services, restaurants, offices and residential. These centers are pedestrian friendly where residents, employees and visitors can gather in public spaces and feel part of the community. Regional Village Centers include a relatively high intensity mix of business and retail, office and employment opportunities, higher-education facilities, sports, recreational complexes, hotels, theatres, civic and semi-public uses such as libraries, health clinics, museums and religious institutions that create a multi-dimensional destination. A residential component is especially important as it adds density to the center and creates a 24-hour character area. Higher density condominium and rental residential complexes, townhomes, brownstones, live-work units, lofts, senior housing and residential over retail are appropriate to support these uses. This character area is a vibrant place where people can live, work, play and shop.

As a town center, pedestrian orientation and connectivity are a key focus. The overall environment should be attractive and enjoyable for walking. Sidewalks, paths, green spaces and open spaces are as important as the buildings. These shopping villages provide a pleasant “Main Street” type façade and allow for ease of internal movement. Design factors fostering community commercial include: addressing the size of commercial development in terms of square footage by breaking up facades of large buildings into more pedestrian-scaled units; design parameters for parking and internal circulation/access; architectural treatments; building setbacks, siting and orientation; buffer requirements to ensure compatibility with adjacent residential; and other factors which promote a pedestrian-friendly environment, even within higher intensity commercial and residential

The intent this character is to:

- Refocus strip commercial and new development into villages with the feel of a typical “Main Street;”
- Provide a high intensity of mixed uses, size of uses, and types of uses in order to create a critical mass;
- Promote pedestrian scale, connectivity and interconnection within and external to the village.
- Plan for a community street, trail and sidewalk network that is as friendly to alternative modes of transportation as to the automobile.
- Require master planning to address access management.
- Plan and design transportation improvements that fit with community character.
- Include civic and cultural uses to promote human interaction.

## **Primary Land Uses**

- Regional and professional offices;
- Small office complexes such as “office condominiums,” financial institutions and other service providers;
- Department Stores, large marketers and individual retail stores;
- High density Residential development within a mixed use master planned environment;
- Senior Housing Developments;
- Assisted Living Developments;
- Civic, institutional and semi-public uses, such as religious organizations, educational facilities; museums; libraries; health clinics; senior centers, YMCAs, Community Centers;
- Recreational Uses such as theaters, roller skating rings, arcades; and
- Entertainment, restaurants and cultural arts.

## **Development Strategies**

- Buildings should be oriented in close proximity to each other and on both sides of the street to facilitate walking instead of driving—all parcels should be interconnected wherever topography allows, along streets, squares and plazas.
- Sidewalks should be wide and developed with street trees and landscaping and traditional lighting. Seating and gathering areas should be worked into the overall design; all pedestrian areas should be inviting and safe and designed with appropriate furniture, landscaping, furniture and amenities.
- A development circulation system should connect to adjacent properties and other public right of way.
- Provide bike lanes or wide curb lanes to encourage bicycling and provide additional safety, provide conveniently located, preferably sheltered, bicycle parking at retail and office destinations and in multi-family dwellings.
- Streets should follow urban patterns, such as small blocks within a grid system. The development should connect within the overall character area and to the surrounding existing street pattern. Projects are not meant to stand-alone, isolated; rather it should integrate with the communities around it.
- There should be a variety of streets and sections throughout the development having a slightly different character to contribute to the sense of the project having been built up over time.
- Large commercial structures shall be designed so that their facades are subdivided into smaller units of scale (in units of no more than 60 feet horizontally) so that they give the appearance of a number of smaller attached buildings.



- Shop windows, entrances, colonnades, columns, pilasters and other details shall be designed to break down dimensions to human scale.
- Buildings should be designed in a manner, which provides architectural depth to the building and includes covered areas for relief from the weather. Buildings should feature an arcade/structural canopy along the front façade of the building.
- Arcades should be provided between buildings and leading from parking areas. Arcades are covered walkways connected to, or separate from, the principal building. The arcade should be a minimum of five feet in width.
- All entrances should be obvious and welcoming. Main entrances should be oriented to the street, with secondary access from an internal plaza and pedestrian way. The front façade of the building should be of a pedestrian scale and appearance.
- The design of a building that occupies a pad or portion of a building within a planned project or shopping center should share similar design characteristics and design vocabulary. Precise replication is not desirable. Instead, utilization of similar colors, materials and textures as well as repeating patterns, rhythms and proportions found within the architecture of other buildings in the center can be utilized to achieve unity.
- It is encouraged that to avoid a design that was obviously the product of a single designer, several design firms contribute to different buildings.
- A unified design plan is required for multiple building developments. This plan should include exterior facade colors and materials, signage and landscaping. This unified design plan should be reviewed for its compatibility with the surrounding site context, particularly if there are strong or dominant architectural styles.
- Encourage compatible architecture styles that maintain the regional or historic character, and should not include “franchise” or “corporate” architecture.
- Taller buildings or portions of a building should be located internally to a site with buildings stepping down in height as they reach the edges of the site that are adjoined by smaller scaled development or as they connect to existing residential uses.
- Drive through windows, menu boards, equipment and associated stacking lanes should be located to minimize impacts on adjacent residential areas and should be adequately screened from public view and view of adjacent sites.
- Civic gathering places should be distributed throughout the development. Amenities such as benches, landscaping, public art, and fountains should be included within the development.
- Shared access should be required where possible. Investigate the possibility of closing and consolidating excess driveways.
- Parking deck facades should partially conceal automobile visibility from any public right-of-way or private drive or street that are open to the general public, while allowing for police surveillance from the street, and shall have the appearance of a horizontal storied building.

- Decks should be “wrapped” by retail or residential uses. Owners and developers of adjoining properties should be encouraged to provide shared parking.
- All parking must be adequately landscaped.
- Parking is preferred to be located in “wrapped” decks, underground or behind buildings. Any parking deck that is not “wrapped” should contain ground level retail, and murals or landscaping to lessen its impact.
- Regional Village Centers are designed to serve populations of 80,000 to 200,000 people and have a 20-mile service radius.
- Regional Activity Centers should be separated from other Regional Village Centers by 6 to 10 miles.
- Regional Village Centers should include a diverse mix of higher-density housing types within it or on adjacent properties, including apartments over retail or office, townhouses, apartments, lofts and condominiums. Workforce housing and senior developments are also appropriate within this character area;

## ■ **Workplace Village**

The Workplace Village Character Area that are primarily large employment centers that incorporate many aspects of commerce such as professional office buildings, corporate offices, regional offices, high-tech and research faculties and small office complexes; educational services and recreation; and light industrial uses such as warehousing and wholesale, retail and residential are a secondary that compliments these employment centers. High intensity residential is an accessory use to create a live work and play environment. Internal housing would provide a customer base for offices, cafés, restaurants, and retail uses located in the corridor, and also enhance the safety of the area by maintaining a continuous population base in a location that is typically unpopulated in the evening hours. Workplace village are located relative to major transportation connections and have a high level of access. An integrated mix of uses and building types, along with external and internal connectivity would create a synergy between retail, office, industry and surrounding residential development. Residential uses are considered an accessory use to non-residential uses and as such should be fully integrated into a center, and monitored closely so that large residential developments do not become a primary land use, therefore substantially reducing the non-residential character of the area.

### **Primary Land Uses**

- Employment Generators, such as office buildings, small office complexes such as “office condominiums” and restrictive light industrial, warehousing, and light manufacturing which will not have an adverse impact upon the environmental quality of the village.
- Mixed use projects that feature vertical integration (such as ground floor retail with office or living units above), with an emphasis on greater street presence.

- Retail and Residential are accessory uses to employment uses.

**Development strategies:**

- Enforce appropriate development standards to ensure adequate site plans and landscaping;
- Buffers are critical between incompatible uses. Guidelines that address signage and lighting will help to mitigate the negative impacts of a high concentration of commercial and industrial uses;
- Service areas shall be located at the rear of the building. Vast amounts of parking and truck loading/unloading areas should be located to the rear and sides and screened from view;
- Where possible, the parking areas should be distributed to two or more sides of the business to “visually scale down” the size of the parking lot, or within a “wrapped” parking deck;
- All sides of the garage visible from the street must present an architecturally finished look consistent with the building it serves. If locating along a street, office or commercial space must be provided on the ground level facing the street.
- Inter-parcel access between sites should be used whenever possible;
- Internal transportation systems like trolleys and shuttles are encouraged.
- Grouping or “clustering” of office and retail uses with co-mingled parking, landscaping and pedestrian areas are encouraged.
- A workplace center should focus development in villages, urban centers or compact activity centers.
- Master planning is required to address access and circulation issues.
- Ground floor spaces must present a pedestrian façade. Ground floor retail is encouraged.
- Buildings set in a campus setting shall have internal pedestrian circulation system that makes travel between buildings convenient.
- Appropriate sidewalks, street trees, landscaping and lighting must be provided along both sides of any street.
- A development shall include public spaces. No building shall be more than 600 feet from a public space.

## Implementation

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**Communication:** The first step in the implementation process is communication. However, to fully communicate the values of the planning process, the City Council has fully appraised of the Plan's overall goals, facility needs and the strategies necessary to address these needs. This communication step is not limited to the policy makers but has been extended to the citizens and businesspersons in the community as well. The public is aware of the processes involved to create the Comprehensive Plan, how they can contribute to the process, and how the plan will be implemented.

**Formal Adoption:** The second step was formal adoption by the City Council after two public hearings were held. The City Council will then use the Comprehensive Plan as a guide for making decisions that will affect future growth in Woodstock. Unless the goals and strategies are accepted and embraced by the City Council, the proposed planning commission, residents, and business interests, the Comprehensive Plan will have little value.

**Continuous Monitoring:** To ensure that the Comprehensive Plan remains a useful tool for guiding growth, it will be monitored for its impact and modified periodically to reflect changing community conditions. As part of plan implementation, the Plan's Five-Year Short Term Work Program (STWP) is to be updated annually and extended into another year to maintain the five-year horizon.

### ■ Rezoning and Development Process

City of Woodstock staff, Planning Commission, and the Woodstock City Council should use the policies and character area standards outlined within this plan while reviewing specific proposals for rezoning, new development and major renovation proposals. Architects, property owners, and developers should also use the guidelines as a reference as they prepare plans for projects in the Woodstock community. As general guidelines, character area standards cannot predict the unique potential and/or constraints for each project. Thus, these guidelines are intended to establish a general direction and a base level of development quality and compatibility with surrounding areas.

It is recommended that the City of Woodstock adopt a two-step growth management strategy: 1. Define the character of a place (Community Character Areas) and 2. Establish the regulatory measures (such as adopted design guidelines by area, and zoning districts or overlays) required to protect and enhance that character.

In order to get to Step 2 the City should engage in developing urban design plans for individual nodes and corridors within the City, such as those designed for Olde Town. Typically, a natural outcome of an urban design plan is the recommendation to formulate design guidelines and implement regulatory controls to speak to specific development characteristics such as site planning, massing, scale, and density. This can be achieved several ways, one of which is to add the requirement for a concept plan for all applications during the rezoning process. Another method is the use of zoning overlay districts that supplement current zoning provisions and safeguard the designated area from development patterns that perpetuate sprawl. By implementing this type of

control measure, the City of Woodstock can continue to support Community Character Areas and development patterns.

## ■ **Future Development Map**

The Future Development Map is a representation of the Plan's goals and policies and indicates character areas where various types of land uses are permitted. The map designations indicate predominant types of land uses, which are described below. The Future Development Map was developed to illustrate the most desirable pattern of land use in Woodstock. It takes into consideration the land use patterns illustrated on the City's Existing Land Use Map, the current zoning map, approved developments, topographic characteristics, natural resource sensitivity, the availability of infrastructure, and needs demonstrated by residential and employment forecasts. As outlined earlier, this is the first step in the rezoning or development process.

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### Introduction

## ■ **Management and Regulatory**

### **Development Code Update**

The City of Woodstock is in the process of transforming the City's zoning ordinance, subdivision regulations and other land use regulatory controls into a comprehensive and user-friendly format. The development code rewrite will combine and consolidate all phases of the land development process from the zoning of a piece of property to the actual development of the property. The zoning ordinance will continue to regulate the use of the lot, lot size, building bulk and height, and setbacks. In addition, it will regulate the manner in which land may be subdivided to ensure that each subdivision meets standards as to minimum block and lot sizes, streets, relationship to existing streets, and provisions for open space, schools, and other public facilities and the protection of natural resources. The zoning ordinance is a valuable and necessary tool for the implementation of the Comprehensive Plan and for the creation of quality developments within the City of Woodstock.

### **Detailed Planning Studies**

Detailed plans, such as the LCI study, a Solid Waste Management Plan, Parks and Recreation Plan, Greenspace Plan, Capital Facilities Plan or streetscape plans are adopted as implementing measures of the Comprehensive Plan. In addition, the City will advance on several small area studies. These are more detailed planning studies for specific elements within the Plan. However, all facility improvements recommended by these plans will conform to the overall Comprehensive Plan.

### **Incentives**

The City can implement incentives to encourage certain types of private development that will contribute significantly to the public good. Several development options that promote good design and protection of natural resources and an overall streamlining of the regulatory process has been one of the focuses of the new zoning ordinance.

## ■ **Public Awareness and Cooperation**

### **Interagency/Intergovernmental Cooperation**

The Joint Cherokee County 10<sup>th</sup> Year Comprehensive Plan Update paved the way for an increase in cooperation among internal departments, outside agencies and the municipalities within the county limits. During this process the City met with other governing bodies to develop a cooperative working relationship and the sharing of mutual information.

### **Citizen Involvement**

Citizen involvement was critical in the development of this Amendment. A comprehensive plan that is written in a vacuum will not accurately identify the goals and needs of the citizens of the community. The Woodstock City Council and City staff recognizes that citizen involvement is important in the planning process. This plan and its related zoning ordinance were developed utilizing open public forums, a diverse stakeholders committee, and media outlets to gather input, comments and an understanding of the issues. The development of a city-wide vision has been integrated throughout individual elements, and provides the foundation for the land use element and Future Development Map and this implementation strategy. Woodstock's long history of involving its citizens within the planning process is expected to continue.

## ■ **Managing the Plan**

To be a useful and influential tool in guiding growth and development in the future and in ultimately realizing Woodstock's vision for the future, the Comprehensive Plan must be kept current. Over time, changes will occur in the City that may not have been anticipated and over which the City may have no control—changing lifestyles, national or regional economic shifts, the impact of telecommuting or internet access on working and shopping patterns, etc. Annually monitoring these shifts against progress in plan implementation may lead to the need for amendments to the plan. In addition, the State has certain requirements for amendments and updates that must be followed. All of these issues are addressed below.

### **Annual Plan Review**

The annual review is to be accomplished in coordination with the annual budgeting and CIE update process. At a minimum, the annual review will consider:

- Apparent changes in the pace of growth, in terms of housing units built and land absorbed by nonresidential development.
- Land development approvals over the past year in light of realization of the Comprehensive Plan Design Guidelines (as applicable).
- Zoning approvals over the past year in relation to the Future Development Map.
- Planned Short Term Work Program activities compared to actual accomplishments.

The plan outlines recommendations to cope with anticipated changes in Woodstock. The adopted plan serves as a policy guide for local growth and development. To be carried out, the following steps need to be taken:

**Review Current Development Regulations**

Annually review the Development Code and other City regulations to ensure that the plan is being properly implemented.

**Administer and Enforce Regulations**

Continue to enforce the Development Code, the Capital Facilities Plan and the Future Development Map as the roadmap to the City's desired land use patterns.

**Update the Capital Improvements Plan and Budget**

A part of the Capital Improvements Plan and Budget process, it is very important to identify future sites or at least general locations for community facilities such as parks as early as possible using the guidelines in the Plan. Early acquisition of sites minimizes ultimate land costs and permits the best sites for community facilities to be obtained before other development occurs. Capital facilities programming should be in conjunction with outlined land use patterns on the Future Development Map and policies within this Plan. The Capital Improvement Planning and budgeting process should include:

Preparation of a detailed capital improvements plan and budget including the following elements:

- Detailed project descriptions
- Location of desirable sites
- Schematic layouts of buildings and sites
- Construction cost estimates

Preparation of a schedule, program and budget including the following elements:

- Design and construction schedule
- Possible grant funding
- Staff operation and maintenance costs
- Five-year capital budget

**Obtain Funds for Needed Improvements.**

In addition to local funds, state and federal grants can be used to help pay for local projects. On the average, all grant programs require some local participation for capital expenses as well as a commitment for local staffing, maintenance and operational expenses. Alternative funding sources should be identified during the update to the five-year capital budget program. Alternative sources that can be utilized include such programs as impact fees, SPLOST, bonding and special improvement districts a complete funding plan should be included in the capital facilities plan.

## ■ **Updates to the Comprehensive Plan**

### **Short Term Work Program (STWP)**

The STWP will be updated annually, reflecting the results of the Annual Plan Review. The STWP will be extended one year into the future in order to maintain a full five years of future activity, and any changes appropriate to the other years will be included. No later than thirty days after the end of the year just completed, the updated STWP will be forwarded to the Atlanta Regional Commission (ARC) for their files.

### **Minor Plan Amendments**

As a result of the annual plan review, amendments to the Comprehensive Plan may be appropriate. If the needed changes are strictly local and not considered to have an effect on another local government, the changes may be adopted as a minor amendment to the Plan at any time during the year by Council action. At the end of each year, along with the annual update to the STWP, a summary of all minor amendments is to be sent to the ARC with a statement that the individual and cumulative effects of the minor amendments do not significantly alter the basic tenets of the approved Plan.

### **Major Plan Amendments**

If, as a result of the annual plan review process, conditions or policies on which the Plan is based have changed significantly so as to alter the basic tenets of the Plan, the City will initiate a major Plan amendment. The public will be involved in preparation of the Plan amendment to the extent warranted by the degree of change that has occurred. Following State procedural guidelines, a public hearing will be held to inform the public of the City's intent to amend the Plan, and to seek public participation. The amendment will be submitted to Cherokee County and nearby cities for review in accordance with our agreement under HOB 489, and to the ARC for review under the State's requirements, prior to adoption.

## ■ **Implementation Tools**

Tools available for implementing the Future Development Plan Map include development controls and plan review. The critical link between a good useable plan are the regulations that implement it. Below is a list of tools that can be used to ensure quality development.

### **Zoning and Development Regulations**

Review and revise as necessary in order to accomplish the vision set forth in this Amendment. Changes should concentrate on how a building or development fits into the fabric of a character area and community instead of a detailed list of specific uses. Prohibited uses should be identified that would cause significant negative impact and would not be appropriate within a character area. The



aim of the Code revision is to create a one-to-one relationship between the Plan and its implementing ordinances so that they will work seamlessly as one process.

## **Tools**

It is recommended that the following regulatory tools be incorporated into the existing zoning ordinance as amendments, and included into the proposed zoning ordinance rewrite.

- **Inter-parcel Access** – requirements should be established to limit the number of entrances to arterial roadways, such as Main Street. For example, each development within the Overlay District should provide inter-parcel vehicle access points between all contiguous commercial, office, or industrial tracts. This requirement could be waived if it can be demonstrated that an inter-parcel connection is not feasible due to traffic safety or topographic concerns.
- **Tree Protection** - It should be required that natural vegetation shall remain on the property until issuance of a development permit, and then a certain percentage should remain after land disturbance. The design guidelines may also require that any tree over a certain diameter be preserved or replaced. Street trees should be required along all pedestrian and public right of ways, and standards should be required. Protect tree canopy along streams. Provide trees and other landscaping in parking lots.
- **Parking** - Typically design guidelines will limit the amount of parking that is visible from public streets. This goal is often achieved by requiring parking to be placed under, between, or behind buildings, and possibly setting parking maximum space requirements in addition to the standard minimum space requirements that are already in effect.
- **Landscaping/Buffers/Berms** – Design guidelines would recommend ways to screen unsightly areas of the development. For example, dumpsters, mechanical equipment, loading docks, and outdoor storage area which may be seen from adjacent properties or public streets should be screened from view on all four sides by solid walls 6 feet in height. Some design guidelines also place requirements for street trees or landscaped medians.
- **Sidewalks** – Guidelines include minimum widths, connectivity, and appurtenances. For the safety of pedestrians, sidewalks should be required along all public roads. Some design guidelines require that the developer submit a pedestrian access plan, showing how the sidewalks connect to surrounding developments and providing safe pedestrian access through parking areas.
- **Visual Appearance** – Guidelines would include subjects such as architectural consistency, historic, and/or materials/color. Architectural guidelines often cite a specific architectural style or period that the community wants to complement. Woodstock may want new development downtown to be compatible with the historic architectural style of its downtown. In addition to or in lieu of, the City may want to publish guidelines that

require all dumpsters and mechanical systems be screened from street level view, or that buildings of less than 5,000 square feet of gross floor area be required to have pitched roofs.

- **Outdoor Storage Restrictions** - Uses that often include outdoor storage should be prohibited in certain character areas, such as car dealerships, equipment rental agencies, and contractors' offices.
- **Transportation Connectivity** - As stated earlier, street improvements should be designed in conformance with an overall plan for an interconnected street network. All new developments should have more than one entrance and connect with existing streets.
- **Lighting** - A typical lighting requirement for an overlay district would be to provide streetlights along all public rights of way utilizing decorative light poles/fixtures. Lighting should also be required throughout all parking areas, using decorative light poles/fixtures. All lighting at the perimeter of the site should be directed inward to avoid intrusion on adjacent properties.